

# Shipyard Neighborhood Investment Strategy

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Adopted: December 11, 2018

Written By: Department of Community and Economic Development

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The Strategy and its study area are being targeting for investment due to The Shipyard redevelopment project. The Shipyard is a major revitalization area on the west bank of the Fox River which has been a vacant industrial space for nearly forty years. The north side of The Shipyard will be a private development; Breakthrough, a leader in the transportation and logistics industry, will construct a 40,000 square-foot corporate headquarters in this location. This will complement a public development on the south side of The Shipyard, which will include a multi-purpose, multi-season stadium for sports, concerts, and festivals. An urban beach, children's play area, and splash pad will be available, as well as floating docks with accessible kayak launches.



The Shipyards project involves remediating brownfields, repurposing vacant and underused structures, and ultimately enhancing a residential neighborhood on the near west side of the City. A project plan is currently being created through an agreement with the City and Stantec, anticipated to be completed in early 2019.



Exhibit B: The Shipyards Conceptual Plan

The Strategy is supported by data derived from the U.S. Census, resident surveys, business surveys, physical conditions analysis, previous and existing land use and zoning plans, and community stakeholder meetings. Furthermore, The Strategy will serve as a guide to community stakeholders who wish to invest private and public resources into the residential neighborhood west of The Shipyards development area. An Action Plan will also be created from The Strategy, meant for internal City use. This will provide guidance for property acquisition and infrastructure-related projects.



## Purpose & Vision

The City recognizes that it takes more than commercial and recreational development to build healthy communities. A healthy community needs safe, walkable neighborhoods with diverse housing options. Most importantly, healthy neighborhoods need engaged and civic-minded residents. It is the City's vision to make the residential neighborhood near The Shipyard a "neighborhood of choice". The Strategy is holistic in its approach, in that the City is investing not only financially, but also seeks to build social capital in the area by aiding residents in activating their Neighborhood Associations. Furthermore, the City recognizes it cannot accomplish this vision on its own, and that partnering with organizations who are dedicated to neighborhood revitalization (such as NeighborWorks Green Bay, Habitat for Humanity, and On Broadway, Inc.) will provide a more complete understanding of neighborhood needs, and a more tangible way to achieve the vision of a neighborhood of choice.

The City's commitment to investing \$1M into the neighborhood near The Shipyard will be a direct and purposeful investment. This money has been allocated through Green Bay's Common Council as follows:

SOURCE	2018	2019	2020
Neighborhood Enhancement	\$100,000	\$100,000	\$100,000
Community Development Block Grant (CDBG)	\$150,000	\$250,000	\$150,000
HOME Investment Partnerships Program (HOME)	\$50,000	\$50,000	\$50,000
<b>TOTAL</b>	<b>\$300,000</b>	<b>\$400,000</b>	<b>\$300,000</b>

Table 1: Allocated Funding Sources

Neighborhood Enhancement funds are provided through Green Bay's Common Council. These funds are procured through City bonding or the State Trust Fund. CDBG funds are provided through the U.S. Department of Housing and Urban Development (HUD) through their Entitlement Program, an annual grant program. HOME funds are also granted through HUD.

The Strategy was developed by members of the Department of Community and Economic Development, as well as their partners, NeighborWorks Green Bay, Habitat for Humanity, and On Broadway Inc. This group was formed to collect data and to use that data to determine the highest and best use for the funds available for the neighborhood. A specific directive is needed to ensure this neighborhood is protected and enhanced while The Shipyard is being developed.

## Existing Conditions

The Shipyard development is set to make a major economic and social impact on our city. It will have a more significant impact on the surrounding neighborhood. Because of this, the study area for The Strategy was determined to be the adjacent residential area, as well as some vacant and underutilized commercial and industrial areas. Exhibit C shows the boundaries of the study area. This area is currently predominately rental properties, with low-to-moderate income families. It is partially within the On Broadway Business Improvement District. Tank Park and Seymour Park Neighborhood Associations are also part of the study area.

Members of the Strategy Team completed an Existing Conditions Survey in June, 2018. This survey is an analysis of building condition, curb appeal, street condition, public amenities, and overall attractiveness. The Strategy also references a neighborhood survey that was completed in Spring of 2017 to gather comments, concerns, and ideas from the neighbors (see Appendix A).



Exhibit C: Study Area bounded by Walnut Street, Ashland Avenue, 6<sup>th</sup> Street, and the Fox River

There are some physical barriers within this study area. The southern portion is disconnected from the northern portion by the Mason Street Bridge. The area under the bridge is highly underutilized and neglected, creating a physical divide. There are also numerous railroad tracks that run through the study area. This limits access to sites, as well as creates an issue in combining parcels for future development.



## Demographics

For demographic information, we used the U.S. Census, Tract 8 (which covers twice as much area as the study area). From that, we have the following data to highlight (further detailed in Appendix B):

	Tract 8	City of Green Bay
<b>Total Population</b>	1,694	104,951
<b>Households</b>	758	43,521
<b>Median Income</b>	\$19,932	\$53,468
<b>Median Value of owner Occupied Housing</b>	\$78,700	\$125,100
<b>Age 5-14 years</b>	23.2%	13.1%
<b>Population (25+) 9<sup>th</sup>-12<sup>th</sup> Grade Education (No Diploma)</b>	14.5%	7.3%
<b>Walk as Transportation to Work</b>	8.9%	3.2%
<b>Taxi, Motorbike, Bicycle as Transportation to Work</b>	11.3%	3.1%
<b>Owner Occupancy Rate</b>	29.8%	56%

Table 2: Demographic Highlights; Source: US Census 2016 American Community Survey 2012-2016

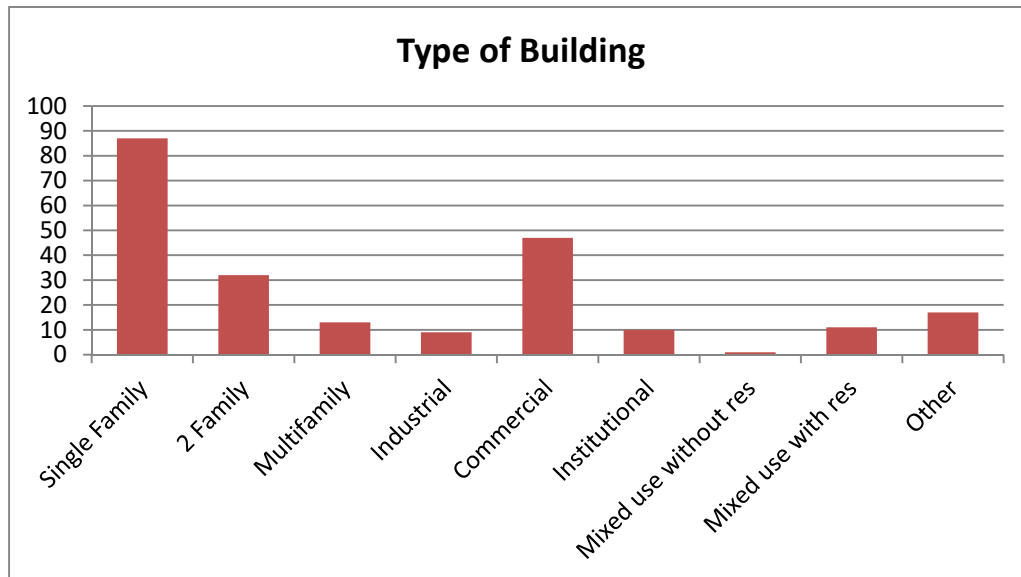
Property nuisance complaints, moving patterns, and police calls were average when compared to the City. Residential property values are depressed at 65% lower than the city as a whole with median owner-occupied property values at \$78,700 as compared to \$125,100 for the City. Many factors contribute to the valuation of properties, including neighborhood perception, building type, age, size, style, condition, location, proximity to amenities, sales history, etc. Additionally, property maintenance and upkeep play a role in the overall desirability and perceived value of the neighborhood.

Owner occupancy rates in the study area are 29.8%, which is significantly lower than the City's rate of 56%. It is understood that rental units are necessary and a welcomed addition to a healthy neighborhood. However, a good balance is important. An owner occupancy rate of 60% is considered ideal for most neighborhoods. The Strategy Team believes an increase in ownership rates to at least 50% is attainable in this neighborhood through The Strategy. Doing so will have positive effects including generally higher values, better maintenance, retention of residents for longer periods of time, and the tendency for homeowners to be more civically involved in the community.

## Building Conditions

As part of the Existing Conditions Survey, the exterior conditions of buildings, features on the properties, and the public right-of-way were analyzed. From this, it was determined that:

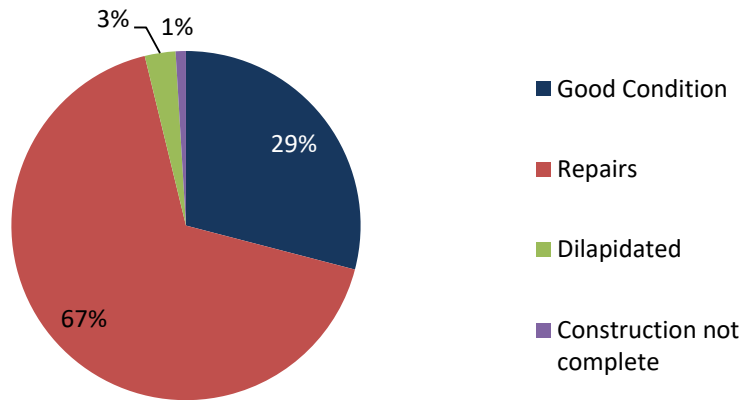
- Nearly 40% of buildings in the study area are Single-Family Homes. Commercial properties make up the second largest building type at approximately 20%
- Almost two-thirds of the buildings are in need of some type of exterior repair. For commercial buildings, about one-half needed exterior repairs. No industrial building was listed as “good condition”
- Only 3% of buildings are dilapidated and considered beyond reasonable repair
- Roofs, windows, siding/exterior walls and porches/balconies were the most noted features on buildings in need of repairs
- Nearly two-thirds of properties have exterior features in need of repairs. Sidewalks, walkways, and driveways being the most noted need



Homes within the Shipyard area were constructed from the mid-1800s to current in-fill projects. Most homes were constructed between 1900 and 1930. There is a wide variety of home and architectural styles in this neighborhood, but most are American Craftsman, Bungalows, Four-Square, and Colonial Revivals. A large number have been substantially altered and are no longer historically significant. Single-family detached homes make up the majority (approximately 40%) of building types in the study area. Two-family homes are approximately 14%, and multi-family (3+ units) are only 6% of building types. Over time, many single-family homes were converted to include additional living units. This has created areas of inappropriate density and demands on lots that are not capable of meeting them.

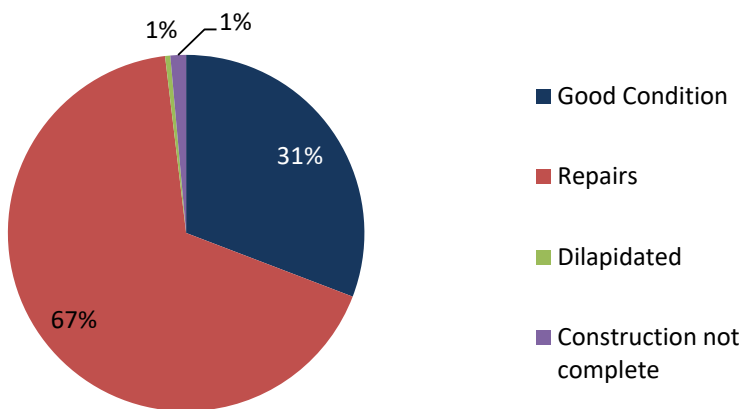


### Overall Exterior Condition of the Building



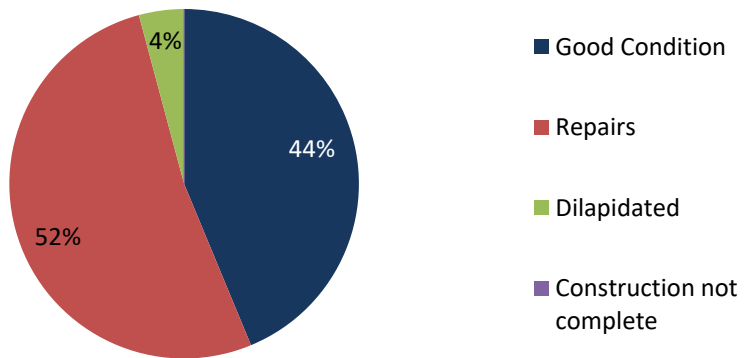
Good Condition:	96
Repairs:	175
Dilapidated:	6
Construction Not Complete:	3

### Residential Building Exterior Condition



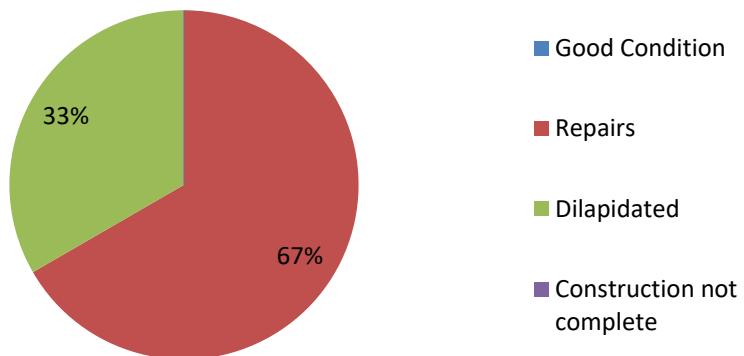
Good Condition:	65
Repairs:	142
Dilapidated:	1
Construction Not Complete:	3

### Commercial Building Exterior Condition



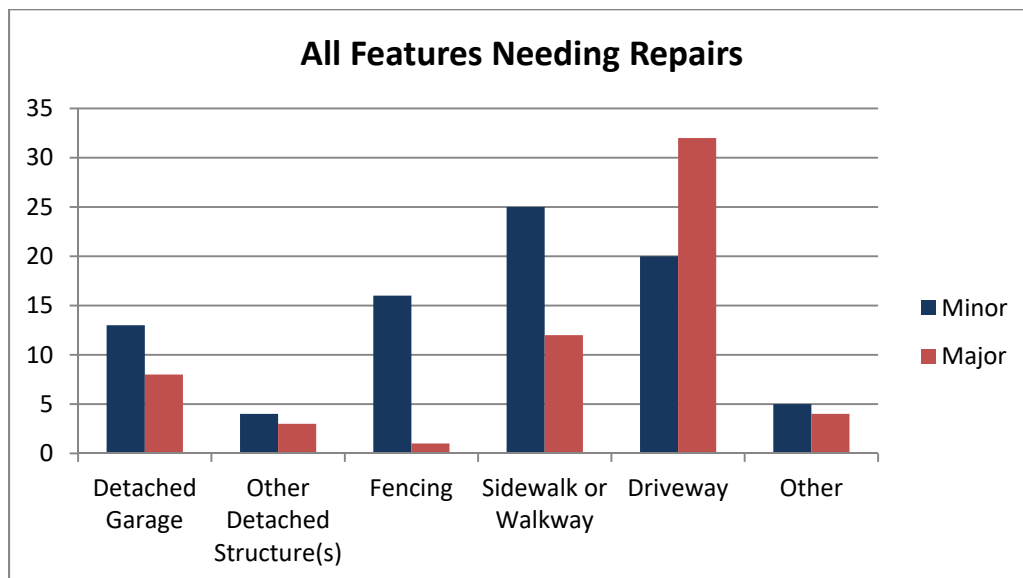
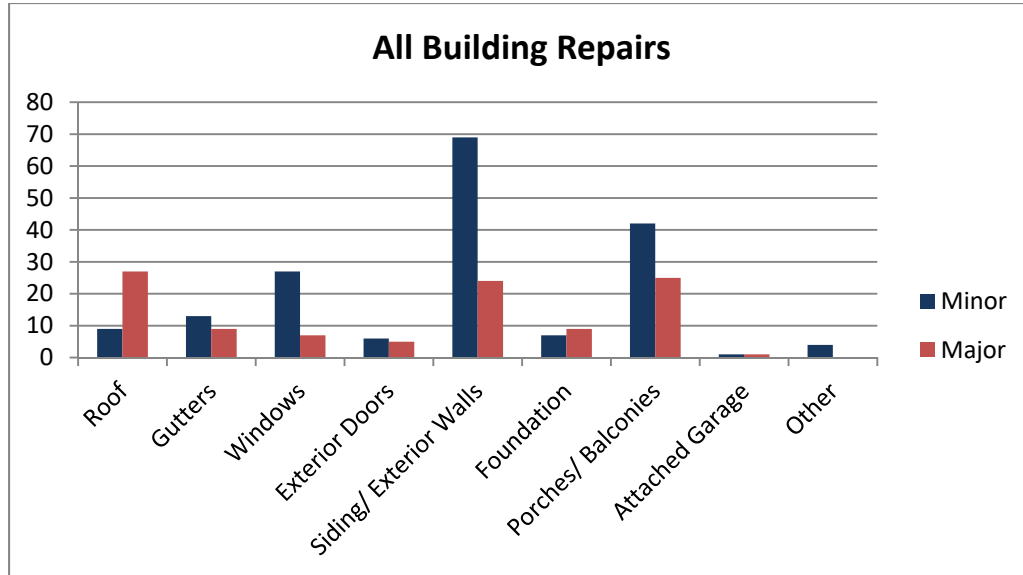
Good Condition:	21
Repairs:	25
Dilapidated:	2
Construction Not Complete:	0

### Industrial Building Exterior Condition

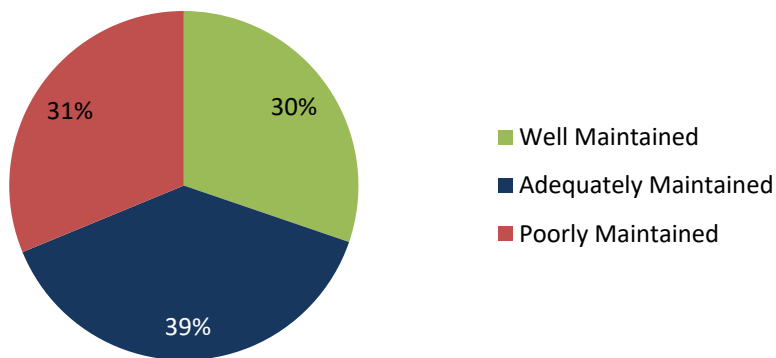


Good Condition:	0
Repairs:	6
Dilapidated:	3
Construction Not Complete:	0

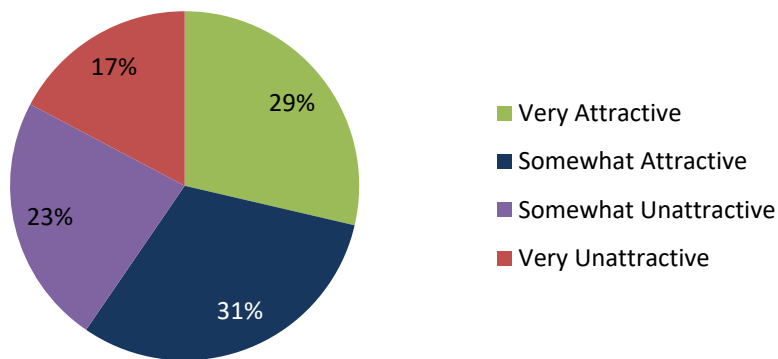




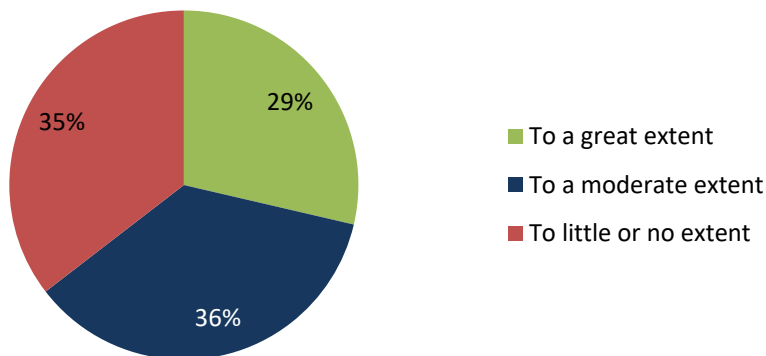
### Lawn and/or landscaping on the property



### Overall Attractiveness



### Evidence of Pride

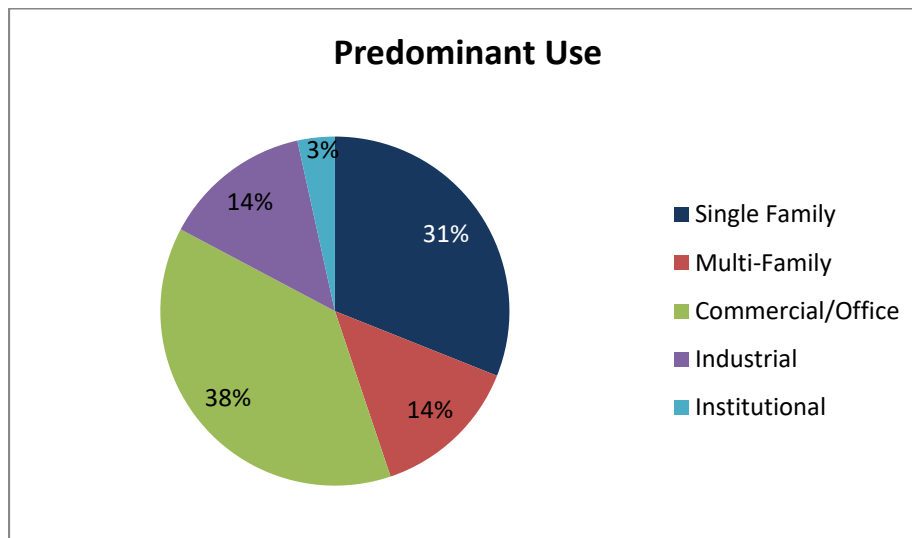




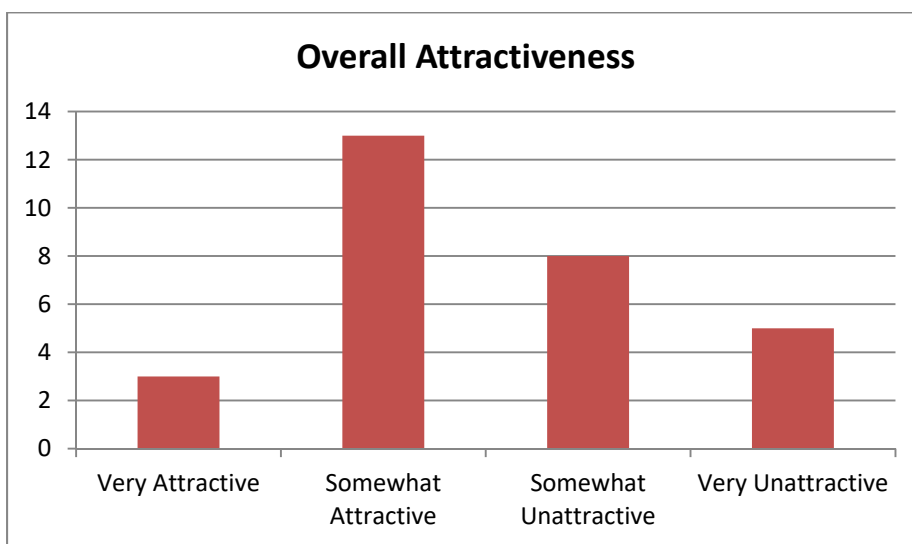
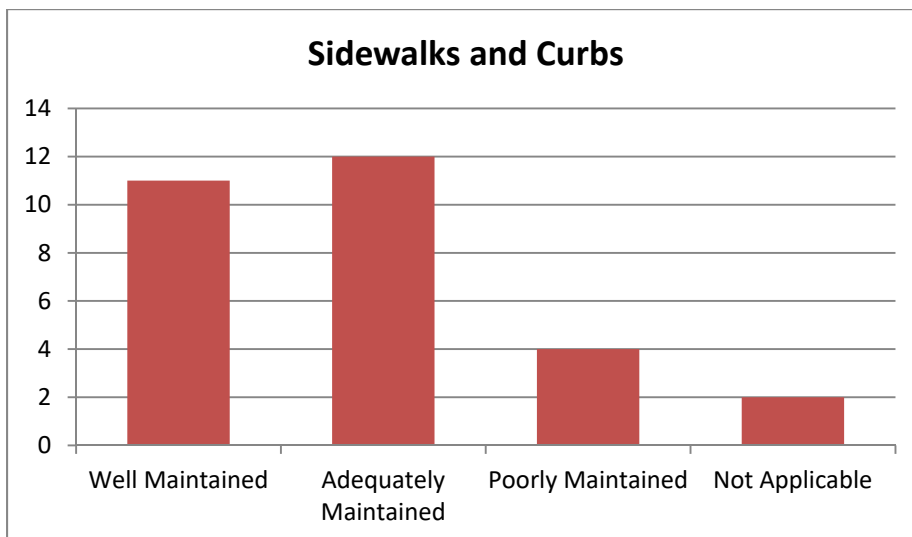
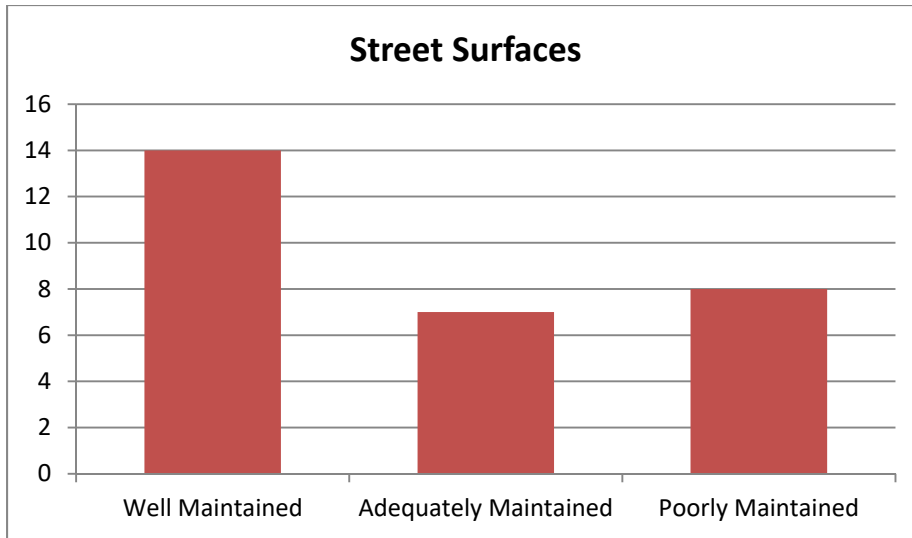
## Block Conditions

Along with surveying building condition, the blocks themselves were also surveyed.

- While there are a variety of uses in the study area, the blocks tend to have singular uses
- Most streets, sidewalks, and curbs are well or adequately maintained, but only one-third of intersections were ranked well or adequate
- Over half of the blocks do not have street trees. Of the ones that do, half received the highest ranking on block condition
- Nearly 50% of the street surfaces within the study area were deemed to be poorly maintained
- 55% of the study area is seen as “attractive”

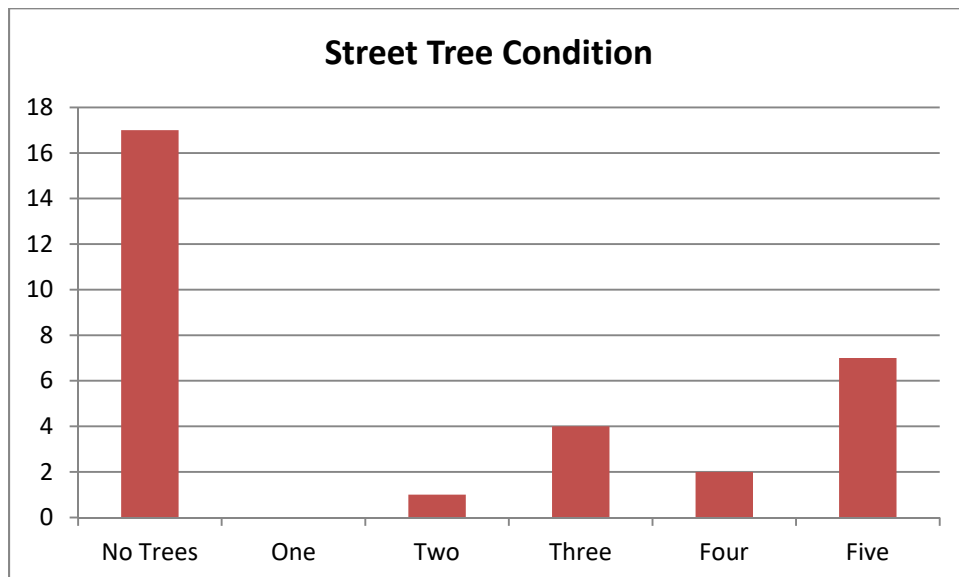


Single-Family:	9
Multi-Family:	4
Commercial/Office:	11
Industrial:	4
Institutional:	1





1= Low Quality; 5= High Quality



1= Low Quality; 5= High Quality

## Zoning & Land Use

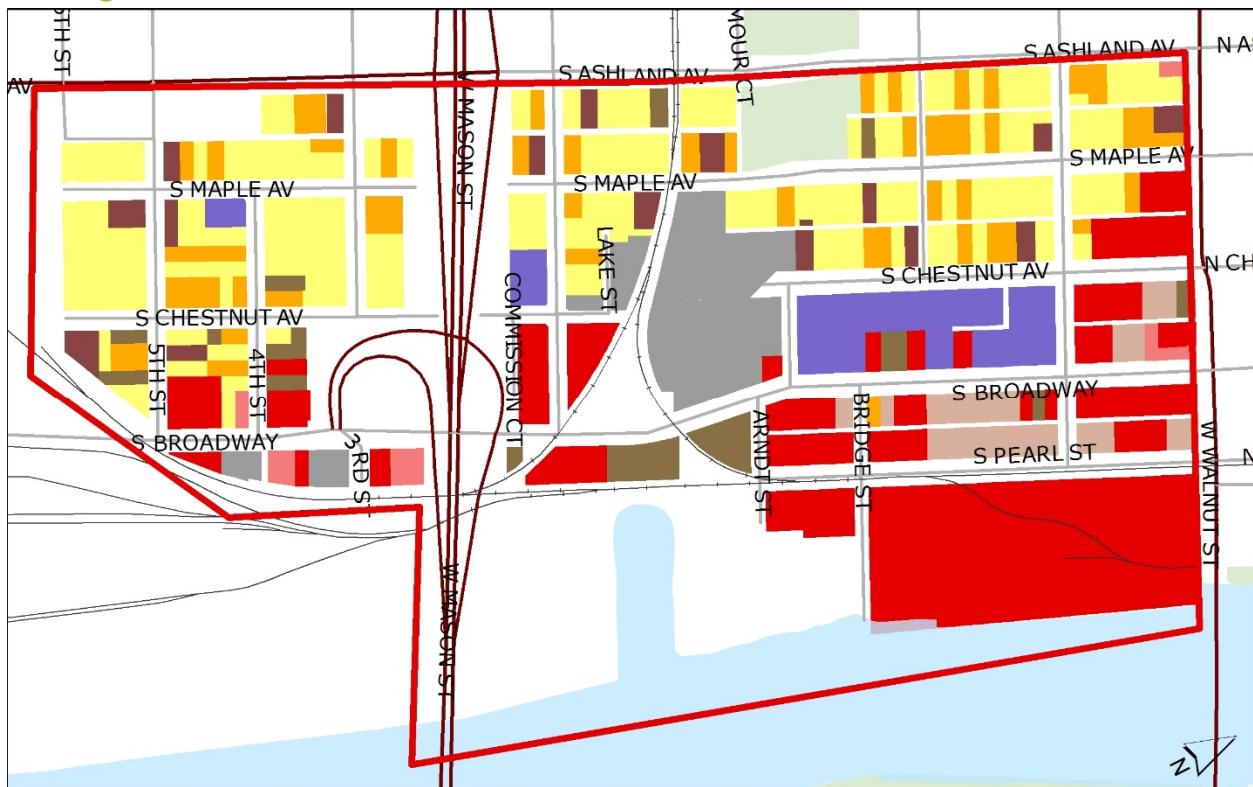


Exhibit D: Existing Land Use

Single-family residential	Commercial	Vacant
Two-family residential	Industrial	Parks
Multi-family residential	Institutional	River
Mixed-use	Parking	

There are a variety of uses and housing types available in the study area (Exhibit D). Sections of the study area are included in the On Broadway Business Improvement District, TID # 5, as well as the Broadway-Walnut Historic District. There are also a variety of zoning district in the study area (Exhibit E). The Smart Growth 2022 Plan (discussed in Current & Previous Plans) includes future land use designations for the city. The Strategy seeks to align the zoning, land use, and investment to create a cohesive plan for this area. Land use recommendations are as follows (as detailed in Exhibit F):

- Downtown uses (high-intensity office, retail, housing, entertainment, convention and public land use, preferable in mixed-use buildings) within the On Broadway District boundaries
- Park uses (public parks) along the riverfront
- Low-to-Medium Density Residential uses (single- and two-family residential carefully integrated with townhouses and other housing forms, not more than 8 units per building, having individual outdoor entrances) in most of the residential area
- High Intensity Retail, Office, or Housing uses (variety of commercial and high-density (multi-family) housing in mixed-use development, meaning the uses may be combined in the same building or be closely integrated on the same site) between Broadway and the Fox River.





Exhibit E: Existing Zoning and Overlay Districts

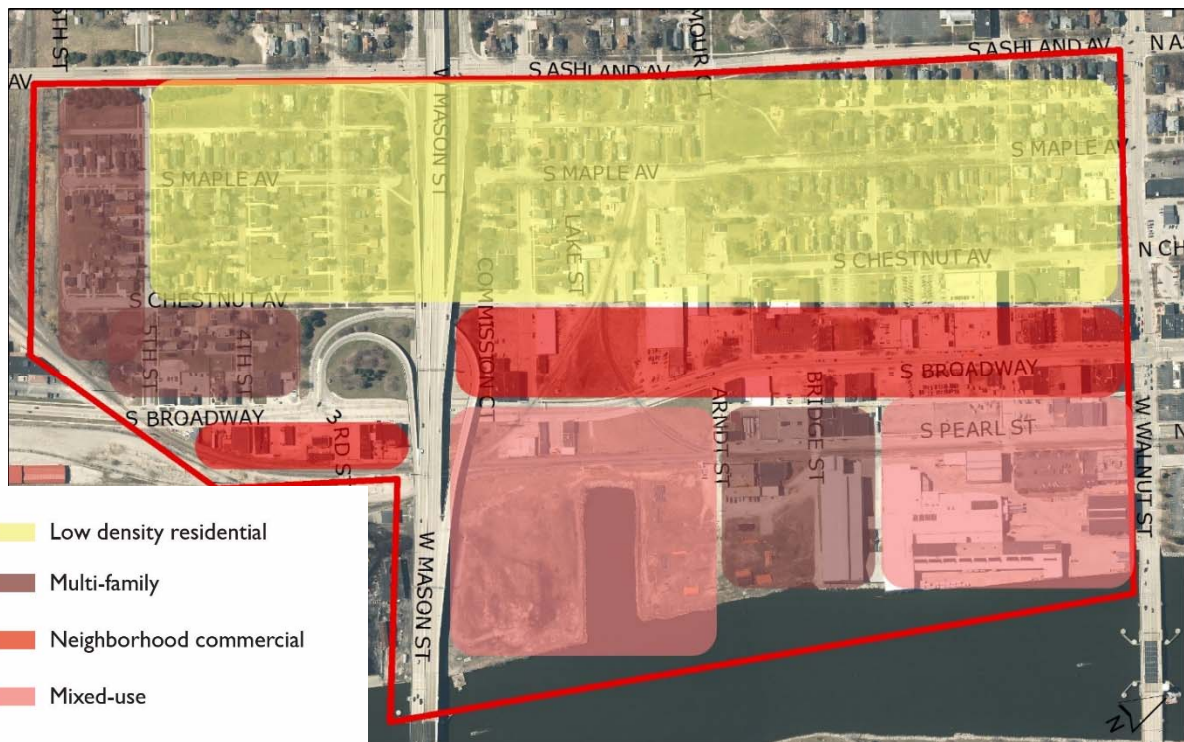


Exhibit F: Future Land Use

## Infrastructure & Transportation

Exhibit G shows the existing roads, rails, sidewalks, bike lanes, and street lights. As noted earlier, there are numerous railroad tracks in the study area. There are two at-grade crossings on Broadway, one at S. Maple Avenue, one at Arndt Street, and one at Bridge Street. The likelihood of having these tracks abandoned is minimal, as they are all active lines. With that, The Strategy does not recommend improvements that include the removal of the tracks. With many tracks and limited signalized intersections in the study area, pedestrian accessibility can be unsafe and challenging. There is also no access across the Fox River in the study area aside from the Walnut Street Bridge. The Mason Street Bridge does have a sidewalk on its north side, but there is no signage indicating this, nor is there convenient and clear visual access to this sidewalk. Bicycle and pedestrian infrastructure upgrades are required in the study area.

The Green Bay Water Utility and Department of Public Works provided information regarding their water and storm sewer lines. Exhibit H shows the priority level for replacement or repair based on road reconstruction projects, type of infrastructure, and need for replacement. From this, The Strategy recommends road reconstruction projects based on current road conditions and utility line condition.

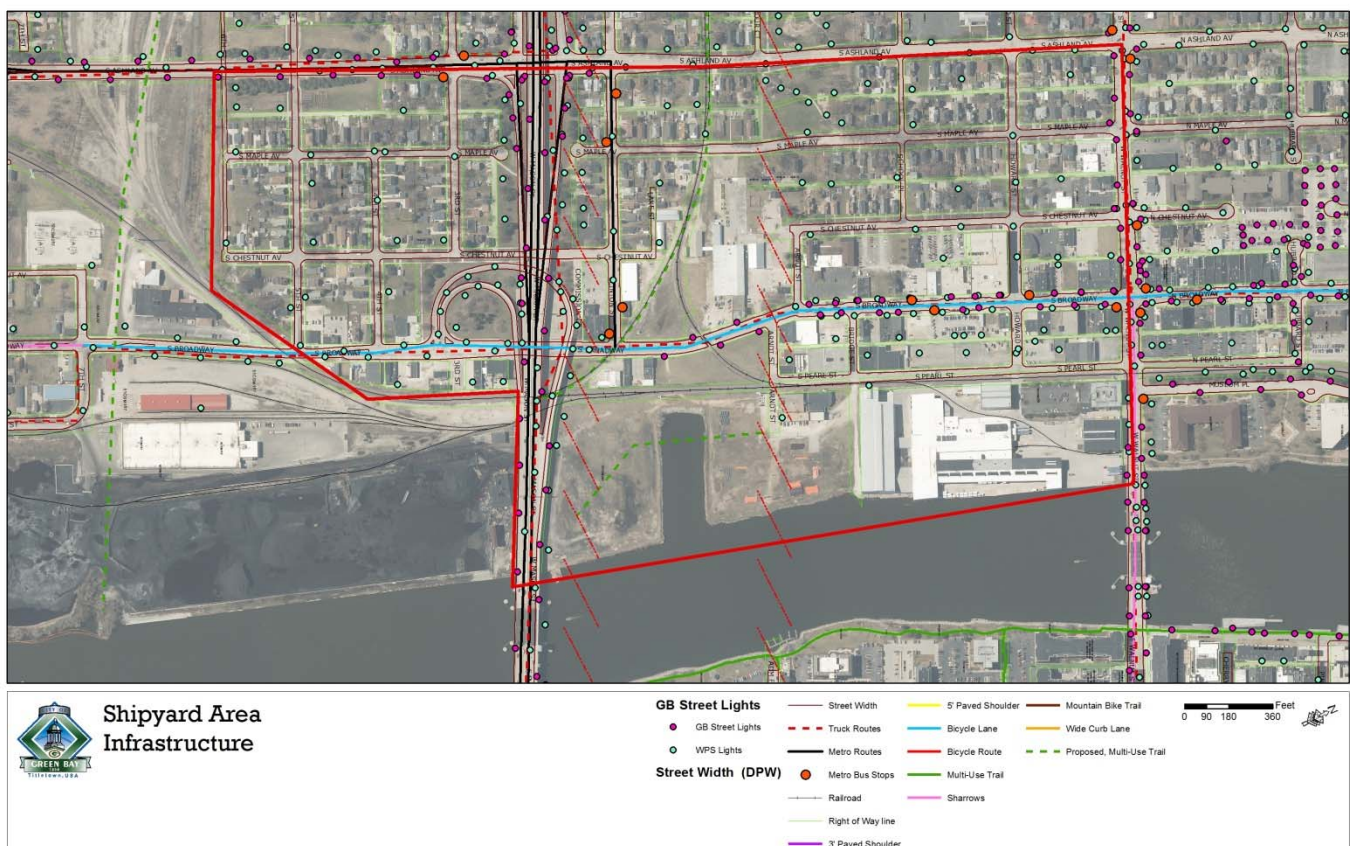


Exhibit G: Existing Infrastructure





## Current & Previous Plans

The Shipyard project area and surrounding neighborhood has been a part of numerous planning efforts spanning more than thirty years, with the latest being *AuthentiCity Downtown Master Plan* adopted in 2014. Our study area is not fully represented in any of the previous plans, and these plans have not been fully implemented. The most relevant plans have been summarized below, with full summaries located in Appendix C. Complete copies of all plans listed are available at the Department of Community and Economic Development.

### Tank Park Land-Use Plan (1984):

This plan area included the southern half of the Strategy's study area. It provides specific land-use recommendations, as noted in Exhibit I.

### Downtown Green Bay Design Plan (1997):

This design plan provides a framework to create a downtown "urban village" atmosphere and suggests strategies for investment and improvements. It focuses on the importance of streetscape, parking, circulation, building design and scale, wayfinding, and gathering spaces. This plan details an activated waterfront.

### Near Downtown Neighborhoods Plan (1998):

This plan was done in part of an effort to improve the near-downtown neighborhoods. It assists four neighborhoods in becoming proactive partners in determining future development desires. This plan specifically details retaining residential areas with a broader range of housing options and improving infrastructure (see Exhibit J).

### Green Bay Smart Growth 2022 Comprehensive Plan (2003):

This city-wide plan addresses long-term goals as well as provides guidance for neighborhoods and corridors relevant to the Shipyard area. Appendix C details which long-term goals are relevant to this study area, as well as how the Smart Growth 2022 plan envisions the riverfront and accessibility.

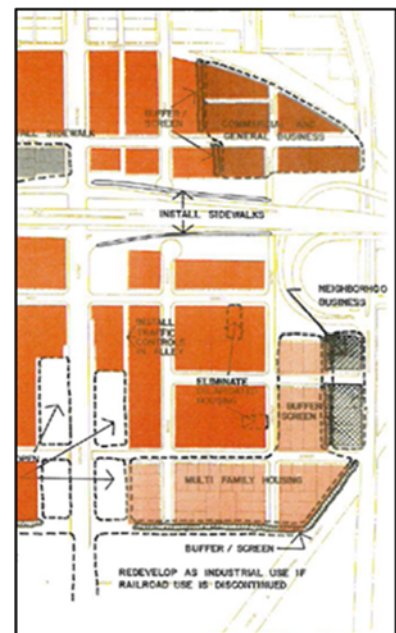


Exhibit I: Tank Park Plan

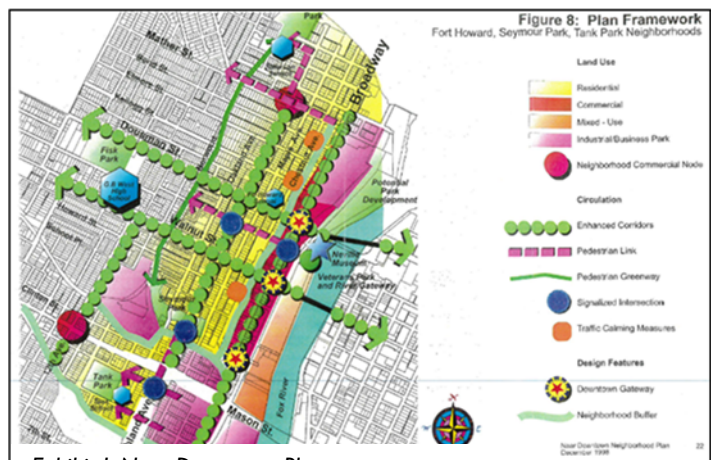


Exhibit J: Near-Downtown Plan



### Green Bay Waterfront Plan 2015 (2003; not adopted):

This plan provided conceptual framework that was intended to provide a vision for an enhanced waterfront, allowing for high density development and expanded recreation and open space opportunities (detailed in Exhibits K & L). The idea of a pedestrian overlay district along the riverfront was detailed in this plan.

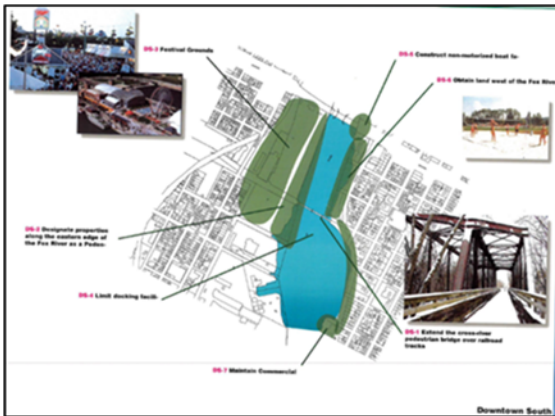


Exhibit K: Waterfront Plan, South

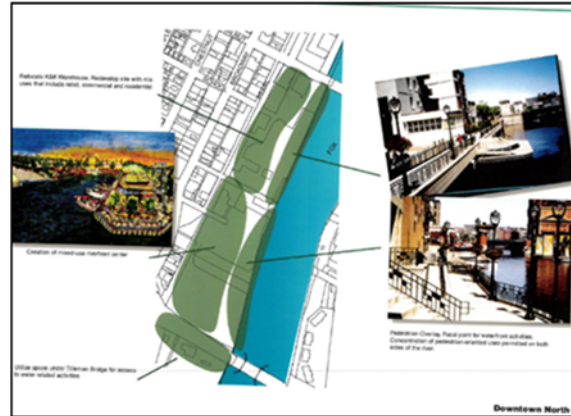


Exhibit L: Waterfront Plan, North

### AuthentiCity Downtown Master Plan (2014):

The City's downtown master plan created a vision for the downtown area addressing land-use, transportation, parking, character, and aesthetics. This plan expressed the long-term vision for recreation and open space in The Shipyard area, as well as addressing the City's Zoning Code to allow for higher density and infill housing (Exhibit M). Pedestrian and bicycle accessibility was heavily promoted throughout the plan.

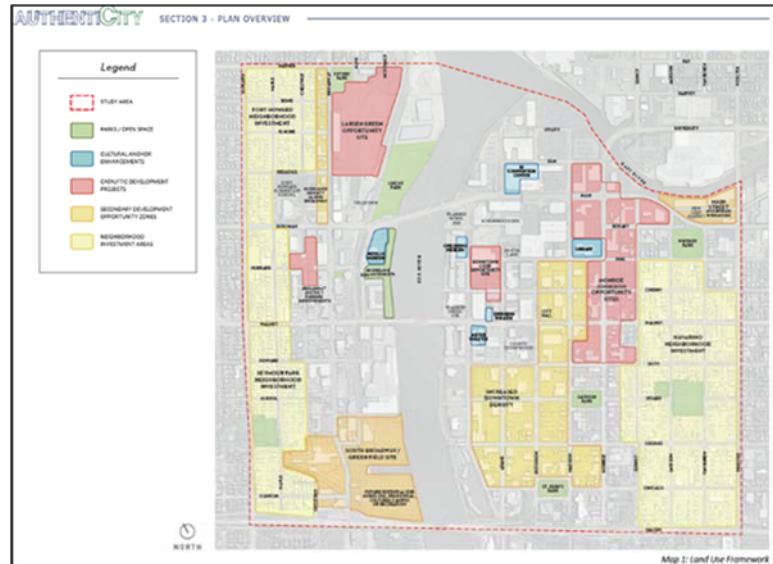


Exhibit M: AuthentiCity Plan, Land Use

### Neighborhood Master Plan for Broadway District (2014; not adopted):

This document is intended to guide the Broadway District in strengthening community and attracting people to the district. This plan detailed the need for mixed-use projects. Emphasis was again put on pedestrian and bicycle accommodations, as well as activating the riverfront. Neighborhood engagement was also highlighted throughout the plan.

## Goals, Objectives, & Action Steps

Using the comprehensive background data and Existing Conditions Survey, the Strategy Team identified six priority areas for investment:

- **Property Values;** protect and increase neighborhood property values and curb appeal of the neighborhood and surrounding area
- **Housing;** promote continual reinvestment in neighborhood housing that increases housing choices, number of living units, and owner occupancy rates to stabilize and enhance the desirability as a neighborhood of choice
- **Land-Use;** advance an appropriate and compatible mix of residential, commercial, and public uses
- **Economic Development;** encourage an appropriate mix of uses that provide increased neighborhood commercial businesses and local employment base
- **Infrastructure;** provide an attractive, safe, well-maintained, and efficient multi-modal transportation network for all users
- **Community Building;** engage residents, property owners, and other community partners to take ownership of their neighborhood

Next, goals for each priority item were identified through City staff and community stakeholders, as well as from the neighborhood survey. Objectives and action items were determined based on these goals; these objectives are meant to be implemented within the next five years.

### Property Values

The Shipyard neighborhood has a diverse mix of residential, commercial and industrial properties. However, owner-occupied residential property values, when compared to the city as a whole, are significantly depressed. In order to stabilize and improve values, both real and perceived factors associated with neighborhood image need to be attended. Strategies included in Goal #1 are designed to directly and indirectly increase property values and neighborhood desirability over time.

Goal #1: Increase Property Values Through Improvement to Overall Curb Appeal of the Neighborhood and Surrounding Area	
<b>Objective 1A</b>	Encourage high standards of property maintenance and investment within the Shipyard area neighborhood
<b>Action Item 1</b>	Increase and expand promotion of existing resources and programs available to property owners
<b>Action Item 2</b>	Research and identify "gaps" in existing programs and create new programs that address these gaps including the overall appearance and function of properties
<b>Action Item 3</b>	Develop a neighborhood wide clean-up program with large visible impact such as Habitat for Humanities "Rock the Block" program or "Dumpster Days"
<b>Action Item 4</b>	Enhance existing proactive inspection process with greater focus attributed to property maintenance

<b>Objective 1B</b>	Reduce the prevalence and intensity of distressed and nuisance properties as well as eliminate factors that contribute to blight
<b>Action Item 1</b>	Increase and expand promotion of existing resources and programs available to property owners
<b>Action Item 2</b>	Allocate funds for strategic acquisition and property clearance
<b>Action Item 3</b>	Enhance and expand upon inspection processes with greater focus attributed to maintenance and nuisance control

## Housing

Changing demographics and market trends have placed greater emphasis on housing choice, availability, and quality. With housing comprising the majority of current and future land-uses and building types within the Shipyard neighborhood, it is important that housing be given considerable attention. Strategies included in Goal #2 are specifically geared to increase long-term neighborhood desirability.

<b>Goal #2: Promote continual reinvestment in neighborhood housing that increases housing choices, number of living units, and owner occupancy rates to stabilize and enhance the desirability as a neighborhood of choice</b>	
<b>Objective 2A</b>	De-conversion of single-family homes that have been divided into multiple living units where the design, density and site constraints are problematic
<b>Action Item 1</b>	Promote and increase the use of the existing de-conversion grant and loan programs
<b>Action Item 2</b>	Targeted purchase of inappropriately converted properties to be provided to community partners or private entities for re-establishment of original use
<b>Objective 2B</b>	Increase density at appropriate locations and provide additional housing choice including attached single-family (townhomes), multiple-family, and mixed-use living options
<b>Action Item 1</b>	Selective property acquisition and lot consolidation to provide suitable land area for the development of alternative housing at appropriate destinations
<b>Action Item 2</b>	Encourage in-fill construction to utilize empty or underutilized property for new housing units
<b>Objective 2C</b>	Increase the percentage of homeownership and owner-occupancy
<b>Action Item 1</b>	Targeted promotion and marketing of homeownership programs offered by the city and housing partners
<b>Action Item 2</b>	Investigate employer assisted homeownership programs and supplement with existing programs
<b>Objective 2D</b>	Align land-use regulations with adopted development and area-wide Plans
<b>Action Item 1</b>	Update the Smart Growth 2022 Comprehensive Plan to reflect desire for increased density and housing style options
<b>Action Item 2</b>	Amend the zoning ordinance, subdivision code and the Municipal Code to allow and encourage appropriate densities and land-uses as identified in adopted plans

## Land-Use

Land-uses within the Shipyard neighborhood have been predominately single- and two-family with commercial along Broadway and industrial east of Pearl. The Smart Growth 2022 Comprehensive Plan recommends Park use along the riverfront, High Intensity Retail, Office or Housing uses east of Pearl Street, Downtown uses on both sides of Broadway, Medium-High Density Residential uses on the north side of 6<sup>th</sup> Street and on both sides of Broadway south of Mason, and Low-Medium Density Housing uses to the west. These land use recommendations are detailed further in Goal # 3.

<b>Goal #3: Advance an appropriate and compatible mix of residential, commercial and public uses within the neighborhood</b>	
<b>Objective 3A</b>	Adjust Land-Use regulations to promote and encourage desired mix of uses
<b>Action Item 1</b>	Amend the Smart Growth 2022 Comprehensive Plan and adjust zoning designations/regulations prior to development/redevelopment proposals to align with recommendations contained in previously adopted plans and planning efforts as follows:
a.	Mixed-use along the riverfront between Walnut, Pearl, Mason and the Fox River including extended stay lodging at Pearl & Walnut, then high intensity multiple-family south to the formal Shipyard site
b.	Formal Shipyard site designated as mixed use complex that includes assortment of public recreational uses, commercial office, residential, cultural campus, boat launch and potential private/public marina
c.	Neighborhood commercial along South Broadway frontage with multiple-family south of 4th and east of Chestnut. Include heavy buffer from commercial to adjoining residential to the west
d.	Consolidate properties suitable for multi-family redevelopment in transitional areas closer to industrial and commercial areas of Broadway and Pearl
e.	Focus on lower density stabilization, in-fill and rehabilitation of existing residential uses to the west

## Economic Development

Neighborhoods are most healthy when there is a mix of housing choices and density, but must also include a strong commercial and employment component. The study area is fortunate to include major roadways, Broadway, Mason Street, Walnut Street, and Ashland Avenue, providing not only great access but appropriate areas for commercial and service uses. Goal #4 includes economic development activities felt to be most beneficial to the Shipyard area neighborhood.

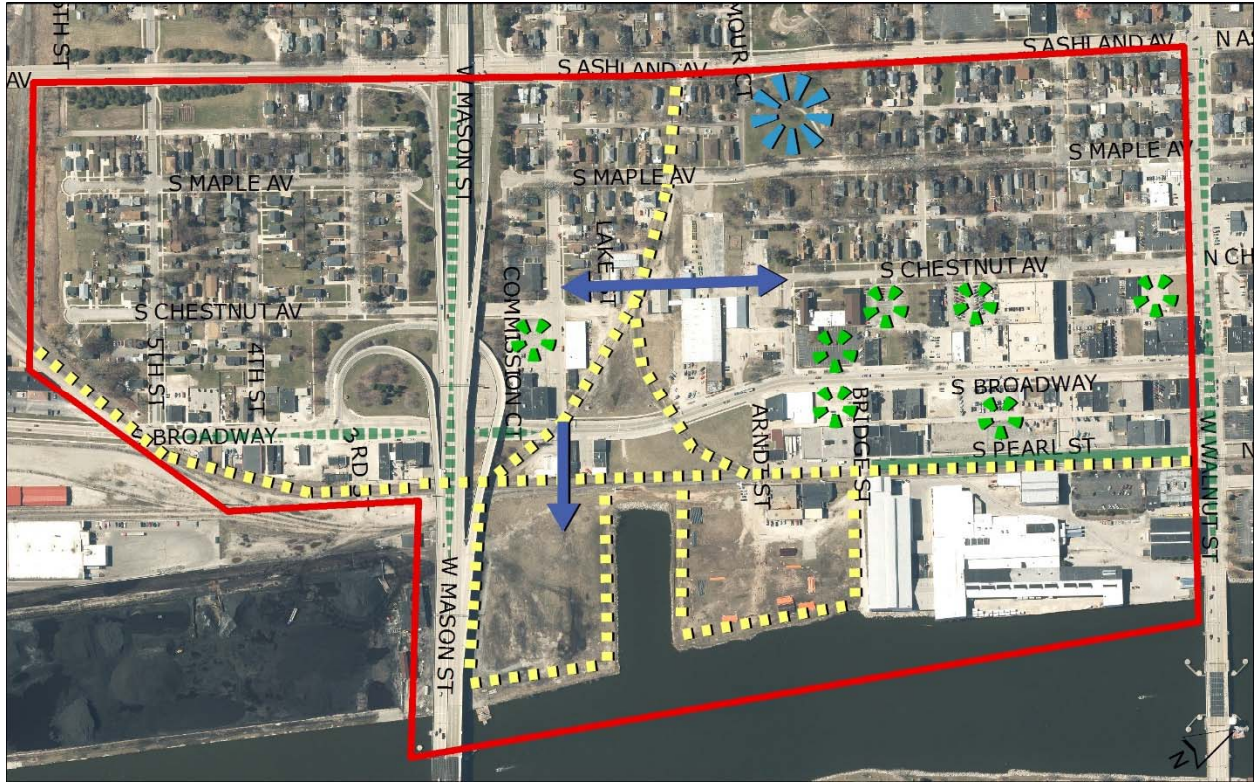
<b>Goal #4: Encourage an appropriate and compatible mix of residential, commercial and institutional uses that provide increase neighborhood commercial businesses and local employment base</b>	
<b>Objective 4A</b>	Increase neighborhood sustaining and supported commercial options to the immediate area
<b>Action Item 1</b>	Targeted marketing of resources and programs for the recruitment of businesses that provide access to food and services pertinent to the residents and property owners
<b>Action Item 2</b>	Provide incentives to businesses with higher employment levels. Encourage mix of employment types from low to high skill
<b>Action Item 3</b>	Maximize use of underutilized commercial properties currently dominated by parking lots or that are vacant
<b>Action Item 4</b>	Investigate expansion of the Broadway Business Improvement District south to encompass the Shipyard area thereby utilizing the marketing and recruitment mechanisms employed by areas to the north
<b>Objective 4B</b>	Clean-up and reuse environmentally compromised properties
<b>Action Item 1</b>	Complete brownfield surveys on both public and privately held former industrial properties to determine condition and ability for reuse
<b>Action Item 2</b>	Utilize resources from the city, state and federal government to remediate conditions that place Shipyard area neighborhood properties at a disadvantage for redevelopment

## Infrastructure

Quality infrastructure and street design is very important in creating a positive reaction from those who live, work, and visit an area. Improvements to the public realm must work in tandem with efforts for improving the quality of private property as they are not mutually exclusive. Additionally, opportunities to improve pedestrian and bicycle circulation will help to provide transportation options and address concerns raised with difficulty maneuvering throughout the neighborhood. Strategies of Goal #5 have been developed to ensure the Shipyard area neighborhood continues to provide safe, efficient, and diverse transportation options in an environment that is attractive and desirable.



<b>Goal #5: Provide an attractive, safe, well-maintained, and efficient multi-modal transportation network for all users</b>	
<b>Objective 5A</b>	Improve and expand existing roadway infrastructure
<b>Action Item 1</b>	Create a comprehensive 3-5 year capital improvement plan addressing the condition of existing roadway surfaces and coordinating utility and street surface repairs and upgrades
<b>Action Item 2</b>	Update utilities throughout the area, particularly those located on Maple and Chestnut
<b>Action Item 3</b>	Extend and enhance Clinton east to Fox River
<b>Action Item 4</b>	Improve Pearl St. with amenities as well as include formal alternative off-shore route to connect trail segments of Shipyard/Mason with system north of Walnut
<b>Action Item 5</b>	Reconnect Chestnut Street from Arndt to Clinton
<b>Objective 5B</b>	Increase function and “friendliness” of roadways for pedestrian and bicycle circulation
<b>Action Item 1</b>	Participate in, adopt and implement the recommendations that will be developed from the Safe Routes To School / Pedestrian-Bicycle Circulation planning effort currently underway
<b>Action Item 2</b>	Examine configuration of major gateways into the neighborhood such as Mason, Broadway and Walnut to identify improvements that will clarify most appropriate routes and improve safety for pedestrians and bicyclists
<b>Action Item 3</b>	Work with the railroad to utilize railroad track right-of-way for pedestrian and bicycle circulation through rails-to-trails or rails-with-trails
<b>Action Item 4</b>	Improve access to public transportation by examining bus routes and adjusting as area redevelops as well as including higher quality amenities such as bus shelters and refuse receptacles at stops
<b>Action Item 5</b>	Provide and maintain direct pedestrian and bicycle access to the riverfront from the neighborhood
<b>Objective 5C</b>	Improve right-of-way and public space amenities to improve image of the area and provide attractive places for people to live, work and play
<b>Action Item 1</b>	Improve and enhance the east side of Seymour Park to allow more active recreational uses by the Shipyard area neighborhood without having to cross Ashland Avenue
<b>Action Item 2</b>	Include minimum level of lighting on roadways, as well as potentially instituting a public-private partnership program to increase lighting on private sites
<b>Action Item 3</b>	Increase terrace tree or other vegetation installation, especially at roadways that act as gateways into the neighborhood
<b>Action Item 4</b>	Add areas for the installation of public art pieces and street furniture, especially at intersections that are gateways into the neighborhood
<b>Objective 5D</b>	Better utilize existing surface parking lots
<b>Action Item 1</b>	Work with large surface lot owners for facility upgrades and to create shared parking agreements for use of lots by both public and private users when times of use are different
<b>Action Item 2</b>	Develop a public parking plan to provide convenient and safe parking options for residents, employees and visitors to the area









-  Seymour Park enhancements
-  Surface lot utilization
-  Street extension
-  Corridor wayfinding
-  Rails-to-Trails or Rails-with-Trails
-  Pearl St. improvements

Exhibit N: Infrastructure Goals

## Community Building

Social connections and a sense of belonging to a community are extremely important components of quality of life. Being identified as a unique entity, knowing your neighbors, and having direct influence in the world around you provides a sense of pride for the place you live, work, and play as well as a higher level of safety in your surroundings. A connected and empowered neighborhood are important to let collective desires be known and provide an avenue for resident-led changes to take place. Community building is often the most efficient and effective mechanism to invest in a neighborhood as they tend to be low-cost strategies that bring residents and property owners together to improve not only the physical features of a neighborhood but the social infrastructure needed in a happy and healthy neighborhood. Goal # 6 include strategies to help further community building activities within the Shipyard area neighborhood moving forward.

<b>Goal #6: Engage, activate and empower residents, property owners and other community partners to take ownership of their neighborhood</b>	
<b>Objective 6A</b>	Involve residents and property owners in future planning and implementation of changes and improvements to the area
<b>Action Item 1</b>	Reactivate and/or recreate a city recognized neighborhood association or associations
<b>Action Item 2</b>	Get representation from the neighborhood on area boards such as On Broadway
<b>Action Item 3</b>	Create a neighborhood plan generated and implemented by residents and property owners
<b>Action Item 4</b>	Organize residents and property owners to form a pool of volunteers that can assist in monitoring and executing recommendations of the investment strategy
<b>Objective 6B</b>	Create a unique identity for the area
<b>Action Item 1</b>	Establish a distinctive name and logo for the neighborhood
<b>Action Item 2</b>	Invest in gateway and neighborhood signage as well as neighborhood specific amenities such as directional signage, public art, unique lighting, etc.
<b>Action Item 3</b>	Establish a series of local area events to empower residents, foster a sense of community, provide a venue for neighbors to get to know each other, and to draw attention and people to the area
<b>Objective 6C</b>	Celebrate the history and historic structure/sites within the neighborhood area
<b>Action Item 1</b>	Survey commercial and residential areas to determine the condition of potentially historic buildings and sites
<b>Action Item 2</b>	Create a historic resource and preservation plan to protect and improve those historic assets that remain
<b>Action Item 3</b>	Coordinate with the Landmarks Commission, Historical Society and other partners to provide historic reference in the form of signage, artifact art installation, and tours

## Funding Sources

As noted in Table I, the committed funding sources available from the City include Neighborhood Enhancement Funds (NEF), Community Development Block Grant (CDBG), and HOME Investment Partnerships Programs (HOME). Each of the three funding sources noted above can be used for different projects.

### Neighborhood Enhancement Funds

NEF has been allocated in the amount of \$300,000 over three years. This funding source is the most flexible of the three allocations and is not income restricted or tethered to specific activities. While reinvestment is The Strategy's highest priority, demolition may be needed on target properties. When demolition is not appropriate, NEF can be used for property sale or disposition to a private investor for rehabilitation. The City's New Homes in Your Neighborhood grant is also available through NEF. General beautification, as well as incentive programs, can be funded through NEF. With a high priority being put on reinvestment, NEF can be used for the creation of programs that implement aesthetic and place-making updates, as well as general curb appeal for individual properties.

### Community Development Block Grant

CDBG is a versatile federal funding source that can be used for community and economic development. This allocation is for \$550,000 over three years. There are restrictions with CDBG and all activities must meet the national objective: benefit people who are low to moderate income, eliminate slum and blight, and/or meet a qualifying urgent need. Types of eligible activities include:

- Acquisition of real property
- Disposition of costs
- Public service
- Relocation
- Removal of architectural barriers
- Direct homeownership assistance
- New housing construction
- Code enforcement
- Historic preservation
- Commercial/Industrial rehabilitation
- Direct Economic Development
- Planning and Capacity building

### HOME Investment Partnerships Programs

HOME funds may be used to develop and support affordable rental housing and homeownership affordability through various actions. This allocation is for \$150,000 over three years. Activities allowed include acquisition, new construction, reconstruction and rehabilitation for non-luxury housing, site improvements, demolition, financing, relocation expenses as needed, tenant-based rental assistance for eligible households, and operating expenses for community housing development organizations.

## Additional Funding Sources

Other funding sources through private investment should also be considered for full implementation of The Strategy. Some of these partners are noted as part of the implementation.

Furthermore, the Department of Community and Economic Development continues to seek out grant opportunities made available by both private and public institutions such as the USEPA Brownsfield Grant and the JP Morgan Chase AdvancingCities Grant. It is also important to mention a funding “tool box” has been created to help connect residents and businesses residing in the Shipyard neighborhoods with currently existing programs which can assist in financing home repairs, business improvements, and even the purchase of single family homes.

## Implementation & Next Steps

Implementation of The Strategy will require a broad range of action by the City and others. Listed below are the ranked goals and objectives, meant to guide decision makers when allocating specific funds, creating new programs, or reallocating funds to existing programs. Appendix E details the goals, objectives, action items, potential funding sources, and their rank in a table format. Although all action items will improve the quality of the study area, it is suggested items with a ‘high priority’ are addressed first. However, these classifications must take into consideration financial constraints, staff availability, and other time-sensitive opportunities. The Strategy will be used to determine how the City will invest money. Specific action strategies will be determined internally and is not included within the document itself

It is important to note that several of the action items bridge multiple goals and objectives. Some will require a varying degree of financial investment, while others simply require time and effort to implement. Funding through NEF, CDBG, and HOME for the study area are specifically budgeted for a three-year period, and community partners and stakeholders have indicated their efforts will focus on this area during the same timeframe.

As implementation items are being addressed, it is important that progress be monitored to determine if the actions are effective. Suggested evaluation metrics are included in Appendix E. Successes and failures should be documented on an annual basis to provide direction on whether the item should be adjusted, amended, discontinued, or if focus should be shifted to other action items. New goals, objectives, or action items can be added as deemed necessary.

Following the third year of implementation, background data will be gathered again and another neighborhood condition survey/inventory performed to determine if the programs and projects of the strategy are producing the desired effects and are suitable for extension, augmentation, or discontinuance. During implementation, neighborhood organizing will be occurring, putting residents and property owners in a position to develop a formal neighborhood planning document. This document will contain its own set of goals and objectives, which will become the focus of neighborhood action and community investment moving forward.



High Priority	
Expand promotion of existing resources and programs	Extend and enhance Clinton Street east to Fox River
Create new programs that address gaps in existing programs	Improve Pearl Street as alternative route to connect riverfront trails
Develop “clean-up” program	Implement Pedestrian-Bicycle Circulation Plan recommendations
Strategic acquisition and property clearance	Identify pedestrian and bicyclist improvements at major gateways
Update regulations to encourage desired land-uses and densities	Provide pedestrian and bicycle access to the riverfront
Market resources/programs to neighborhood support businesses	Parking lot upgrades and shared parking agreements
Complete brownfield surveys	Develop a public parking plan
Remediate environmental conditions	Create neighborhood association
Create capital improvement plan	Brand the neighborhood
Update utilities	
Medium Priority	
Property acquisition and lot consolidation to provide alternative housing	Install public art pieces and street furniture
In-fill construction of new housing units	Neighborhood representation on area boards
Provide incentives to businesses with higher employment levels	Create a neighborhood plan
Reconnect Chestnut Street	Form a pool of residents and property owner volunteers
Improve access to public transportation	Install gateway and neighborhood signage
Improve and enhance the east side of Seymour Park	Conduct local area events
Low Priority	
Focus inspection on property maintenance	Utilize railroad track right-of-way for pedestrian and bicycle circulation
Expand promotion of de-conversion grant and loan programs	Improve lighting
Re-establishment original use of converted properties	Increase terrace tree and/or other roadway vegetation
Develop employer-assisted homeownership programs	Conduct historic resource survey
Maximize use of parking lots and vacant land	Create historic resource and preservation plan
Expand Broadway Business Improvement District	Provide physical and social historic reference

Table 3: Goals by Priority

## Appendix A: Resident and Business Survey Summary

### Business Owner/Managers' Survey

The City of Green Bay's Department of Community & Economic Development distributed the business owners'/managers' survey by mail to 65 businesses from July 11 to July 31, 2017. During the survey period, 18 responses were returned, resulting in a response rate of 27.7%. A copy of the original survey is attached.

Key findings from the survey include:

- Most respondents ( $\pm 82.4\%$ ) own or manage well-established businesses that have operated in the survey area for over 10 years, and all respondents (100%) own their business space, rather than rent.
- All respondents (100%) own or manage "small businesses" with no more than 30 workers employed on-site at the time of the survey. One business has a total of  $\pm 150$  employees; however, only 8 are employed at their Broadway facility.
- Respondents believe neighborhood reputation is a significant challenge to their business, and only  $\pm 44\%$  of respondents are satisfied with the neighborhood as a place to do business.
- Most respondents ( $\pm 83.3\%$ ) support new development in the neighborhood.
- Approximately 78% of respondents believe the Shipyard proposal will improve neighborhood reputation.
- When asked what overall impact the Shipyard proposal might have on the neighborhood, 75% of survey participants who responded expressed clearly positive impacts.
- Among survey respondents, the greatest concern with the Shipyard proposal is increased traffic congestion/parking issues.
- "Develop new businesses" was ranked as the third greatest neighborhood need which would strengthen existing businesses. Retail shops and grocery stores were among the most popular responses when survey participants were asked what new businesses they would like to see come to the neighborhood.



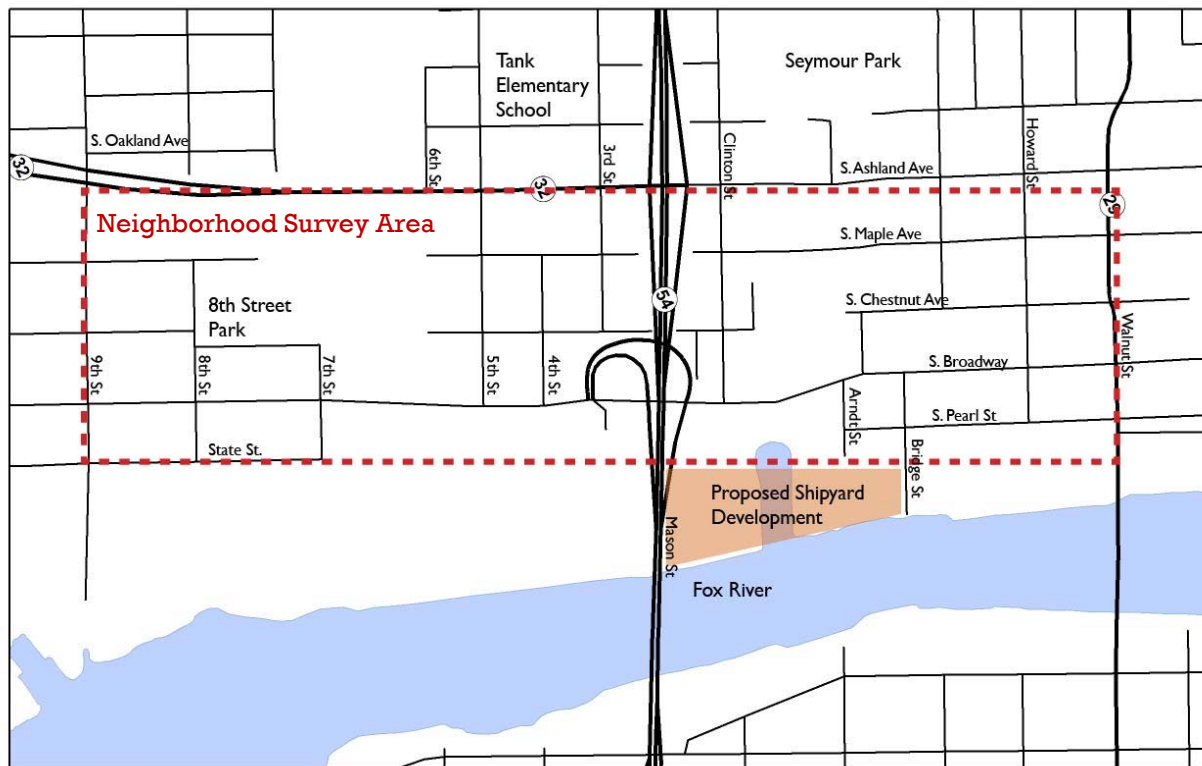
## South Broadway Corridor Business Owner's/Manager's Survey

Conducted by the City of Green Bay Community & Economic Development Department

### INTRODUCTION

Your input is needed to help shape the future of the South Broadway Corridor. With the proposed Shipyard development (flyer attached), many changes may be on the horizon. Please complete this survey, which has been prepared specifically for business owners/managers within your neighborhood, as shown on the map below. The City of Green Bay's Community & Economic Development Department will use this information for an upcoming neighborhood planning effort, which will help guide future development decisions.

Once you complete the survey, please mail it to the City no later than Monday, July 24<sup>th</sup> by using the enclosed self-addressed, stamped envelope. You may also drop it off in Room 200 of City Hall, located at 100 N Jefferson Street in Green Bay. We thank you for sharing your thoughts with us.



## YOUR BUSINESS PROFILE / BACKGROUND

**1. How long has your business operated within the neighborhood (as shown in the attached map)?**

- ☐ Less than 2 years
 ☐ 10-20 years  
☐ 2-5 years
 ☐ More than 20 years  
☐ 5-10 years

**2. Do you own or lease your business space?**

- ☐ Own
 ☐ Lease

**3. Do you live in the neighborhood?**

- ☐ Yes
 ☐ No

**4. How many people does your business employ?**

\_\_\_\_\_ Full-time
 \_\_\_\_\_ Part-time
 \_\_\_\_\_ Seasonal

## YOUR VIEWS ON THE NEIGHBORHOOD TODAY

**5. How satisfied are you with your neighborhood as a place to do business?**

- ☐ Very satisfied
 ☐ Dissatisfied  
☐ Satisfied
 ☐ Very Dissatisfied  
☐ Neutral

**6. Pick the top three things you like about operating your business in this neighborhood.**

- ☐ Affordability
 ☐ Good location for employees  
☐ Accessible for patrons/customers
 ☐ Close to complimentary businesses  
☐ Safe environment
 ☐ Good visibility  
☐ Neighborhood reputation/history
 ☐ Opportunities for future growth with neighborhood redevelopment.

☐ Others (please specify below):

---

**7. What are three things you would change in the neighborhood which would improve your business?**

- |  |   |
|--|---|
| <input type="radio"/> Beautification/eliminate blight                          | <input type="radio"/> Develop more housing          |
| <input type="radio"/> Marketing  | <input type="radio"/> Develop more businesses       |
| <input type="radio"/> New infrastructure (sidewalks, utilities, streets, etc.) | <input type="radio"/> Add lighting                  |
|  | <input type="radio"/> Neighborhood reputation/image |

☐ Others (please specify below):

---

**YOUR VIEWS ON THE NEIGHBORHOOD'S FUTURE**

**8. Do you favor or oppose new development in your neighborhood?**

- ☐ Favor
 ☐ Oppose
 ☐ Neutral
 ☐ Unsure

**9. How do you think the Shipyard development might strengthen your business? (Select any that may apply):**

- |   |   |
|---|---|
| <input type="radio"/> Better visibility                             | <input type="radio"/> Improve neighborhood reputation |
| <input type="radio"/> Increase in number of customers               | <input type="radio"/> Increased property value        |
| <input type="radio"/> Attract customers who are able to spend more. | <input type="radio"/> Improved safety                 |

☐ Others (please specify below):

---

**10. What concerns do you have with how the shipyard development might challenge your business? (Select any that may apply):**

- |  |  |
|--|--|
| <input type="radio"/> More competition | <input type="radio"/> Increased congestion |
| <input type="radio"/> Higher costs     | <input type="radio"/> Decreased safety     |



- ☐ Changed or diminished neighborhood reputation
- ☐ Redevelopment pressure
- ☐ Other (please specify below):

---

**11. How do you think the Shipyards development will impact the overall neighborhood?**

---

**12. What new businesses would you like to see come to the neighborhood?**

---

**13. Do you see your business still operating in this neighborhood in 10 years?**

- ☐ Yes ☐ No ☐ Maybe/Not sure

## INFORMATION & GETTING INVOLVED

**14. Would you be interested in learning more about business resources from the City? (Please check any that may apply).**

- ☐ Yes, the City's Revolving Loan Fund for all businesses.
- ☐ Yes, the City's Revolving Loan Fund for women and minority-owned businesses.
- ☐ Yes, the City's Façade Improvement Grant Program.
- ☐ Yes, the City's Demolition Grant Program.
- ☐ No interest or need for City business resources.

**15. Would you be interested in future neighborhood planning efforts?**

- ☐ Yes ☐ No

**16. If you answered "Yes," to either question 14 or 15, please provide your contact information below.**

Name: \_\_\_\_\_

Business: \_\_\_\_\_

Phone: \_\_\_\_\_ Email: \_\_\_\_\_

Address: \_\_\_\_\_

**Do you have any other comments to share with the City regarding the neighborhood?**

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**THANK YOU FOR YOUR PARTICIPATION**

If you have any questions about the shipyard project or this survey please contact the City of Green Bay's Economic Development team at 920-448-3397.

## Resident Survey

The City of Green Bay's Community & Economic Development Department distributed the resident survey in person to 443 residences from July 11 to July 31, 2017. During the survey period, 64 responses were returned, resulting in a response rate of 14.5%. A copy of the original survey is attached.

Key findings from the survey include:

- Of the responses that were received, 47.6% were from residents who rent and 52.4% were from residents who are homeowners. Furthermore, 27% of the sample group stated they lived in the neighborhood longer than 10 years whereas 34.9% stated they have lived in the neighborhood 1-5 years.
- Residents stated the top three aspects of their neighborhood they like are: it is centrally located within the city, they have good neighbors, and it is quiet.
- Residents expressed their opinion as to the top three needs of their neighborhood. The top three responses are: road conditions, poor exterior conditions of homes/yards, and safety/crime.
- The area in which the survey was conducted is designated a Food Desert by the USDA. That being said, 85% of the respondents do their primary grocery shopping outside of their neighborhood.
- When asked what new businesses residents would like to see in the neighborhood grocery store, restaurants, and small businesses were among the top three suggestions.
- Approximately 88% of respondents feel the Shipyard development will positively impact the neighborhood.
- Among survey respondents, the greatest concern with the Shipyard proposal is the increased traffic and demand for parking.



City of Green Bay  
Department of Community and Economic Development

**Shipyards Survey – Residents**

Background

1. How long have you lived in the neighborhood?
  - a. Less than 1 year
  - b. 1-5 years
  - c. 5-10 years
  - d. Longer than 10 years
2. Do you own or rent your home?
  - a. Own
  - b. Rent

Views on the neighborhood

3. What are the top three things that you like about your neighborhood?

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4. What are the top three needs in your neighborhood?

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---

5. What solutions would you suggest for those issues?

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---

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6. Where do you do your primary grocery shopping? \_\_\_\_\_

7. What is your primary mode of transportation on shopping trips? \_\_\_\_\_

8. What new businesses or organizations would you like to see in your neighborhood?

---

9. How familiar are you with proposals for future development around this neighborhood?
- a. Very familiar
  - b. Somewhat familiar
  - c. Slightly familiar
  - d. Not at all familiar

10. How do you think the Shipyard development will affect the neighborhood?

---

---

Visioning

11. Overall, how do you think the neighborhood should look and feel in 20 years?

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Based on earlier questions

12. *If they rent:* Have you ever thought of owning your own home? If yes, would you be interested in learning more about the home buying process?

---

13. *If they own their home:* As part of this neighborhood, you may be eligible for the HOME Improvement Loan Program when you need to make upgrades to your house. Would you like more information on that program?

---

14. Would you be interested in participating in future planning initiatives? **YES NO**

15. If they answered YES to questions 12, 13, or 14 fill out information below.

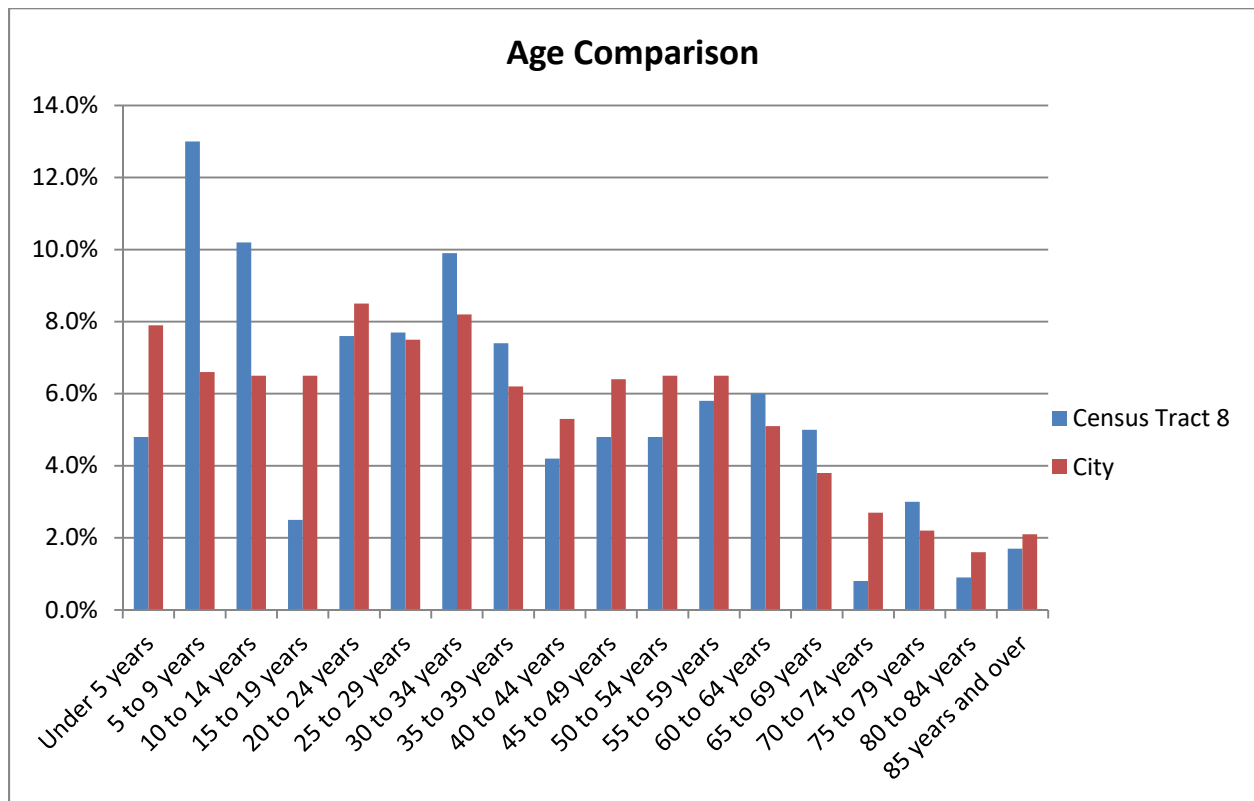
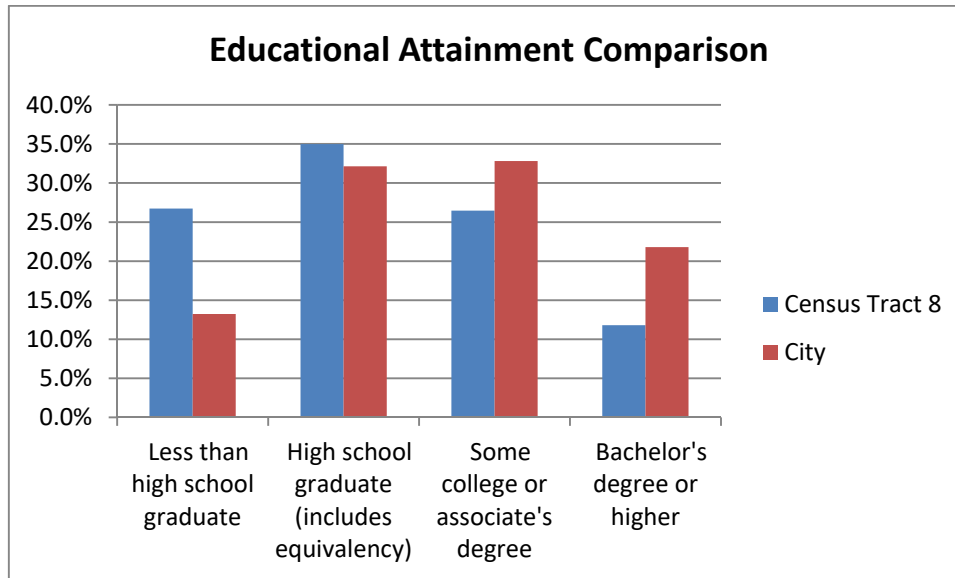
Name:

Address:

Email:

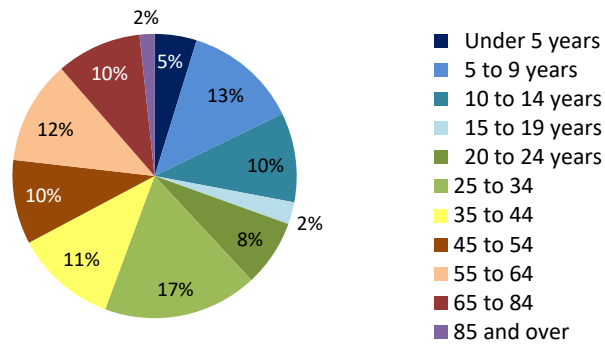
Phone:

## Appendix B: Demographics, Census Tract 8

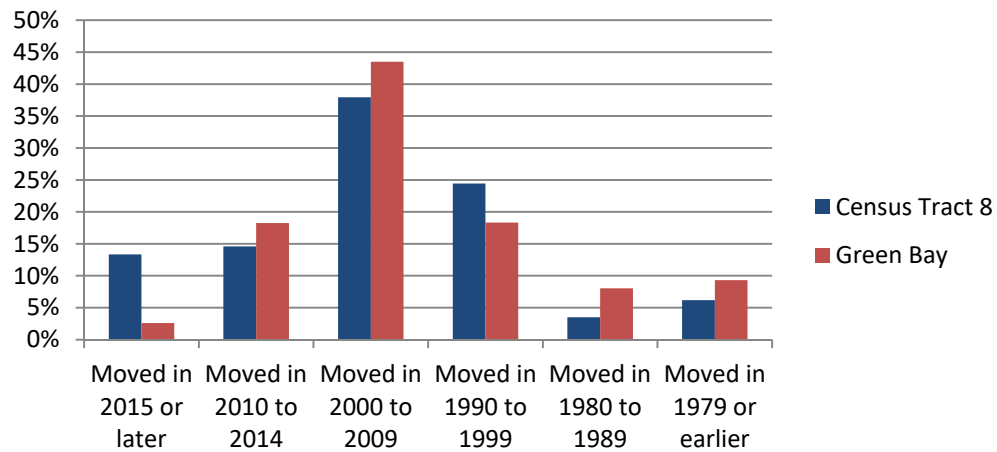




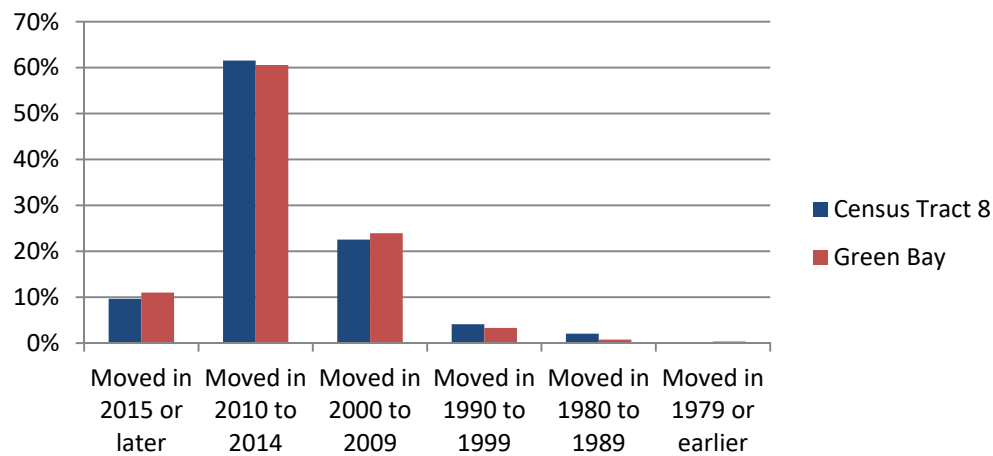
### Age in Census Tract 8



### Owner Occupied



### Renter Occupied



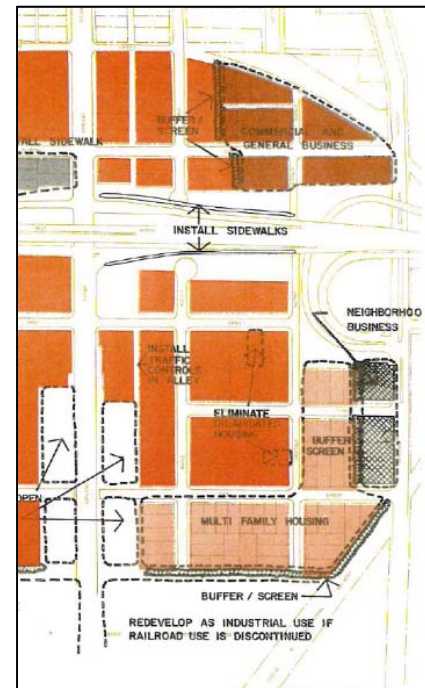
American Fact Finder, 2012-2016				
	Census Tract 8	City of Green Bay	Difference	
People				
Population	1,694	104,951	-	
Male	47.0%	49.7%	-2.6%	
Female	53.0%	50.3%	2.6%	
Households	758	43,521		
Average Household Size	2.23	2.39	-0.16	
Families	353	24,477		
Average Family Size	3.35	3.11	0.24	
Median Age	31.6	33.3	-1.7	
Per Capita Income	\$ 13,582	\$ 24,052	\$ (10,470)	43.5%
Median Income	\$ 19,932	\$ 53,468	\$ (33,536)	62.7%
Housing				
Housing Units	882	45,249	-	
Owner Occupied Housing Units	29.8%	56.0%	-26.2%	
Renter Occupied Housing Units	70.2%	44.0%	26.2%	
Vacant Housing Units	14.1%	6.0%	8.0%	
Median Value of Owner Occupied Housing Units	\$ 78,700	\$ 125,100	\$ (46,400)	37.1%
Race				
White	68.1%	78.7%	-10.6%	
African American	5.1%	3.6%	1.6%	
American Indian	5.0%	3.5%	1.4%	
Asian	9.4%	4.2%	5.2%	
Pacific Islander	0.0%	0.0%	0.0%	
Other	3.8%	5.4%	-1.6%	
Two or More Races	8.6%	4.6%	4.0%	
Educational Attainment				
Total Population 25+	1,050	67,119	-	
Less than 9th Grade	7.6%	5.2%	2.4%	
9th - 12th, No Diploma	14.5%	7.3%	7.1%	
High School Graduate or Equivalent	38.6%	32.7%	5.9%	
Some College, No Degree	24.1%	19.8%	4.3%	
Associate Degree	2.9%	10.9%	-8.0%	
Bachelor's Degree	11.0%	17.7%	-6.7%	
Graduate/Prof. Degree	1.4%	6.4%	-5.0%	
Employment				
Total Population 16+	1,199	81,633	-	
In Labor Force	61.7%	67.7%	-6.0%	
Not in Labor Force	38.3%	32.3%	6.0%	
Employed	88.4%	93.8%	-5.4%	
Unemployed	11.6%	6.2%	5.4%	
Transportation to Work				
Total	654	50,965	-	
Car-alone	66.7%	79.9%	-13.2%	
Car-pool	9.9%	9.6%	0.3%	
Public	1.7%	1.4%	0.3%	
Walk	8.9%	3.2%	5.6%	
Taxi, Motorbike, Bicycle	11.3%	3.1%	8.2%	
Work at Home	1.5%	2.8%	-1.2%	

## Appendix C: Previous & Current Plan Summaries

### **Tank Park Land-Use Plan (1984)**

The Tank Park study area is approximately 150 acres and includes the southern half of the Shipyard Area neighborhood. It provides specific land-use recommendations summarized below:

- Commercial development at West Mason and South Broadway.
- Neighborhood oriented business center on west side of South Broadway between Mason Street ramp and Fifth Street.
- Maintain and rehab remaining residences, eliminate dilapidated homes and improve traffic controls.
- Multiple-family development on the eastern and southern boundaries of the study area.
- Northeast and southeast corners of Ashland Avenue and Fifth Street remain green space but be enhanced.
- Buffer residential uses from non-residential and railroad tracks.



### **Downtown Green Bay Design Plan (1997)**

The Downtown Design Plan was developed to serve as a vision and framework to create a downtown “urban village” atmosphere, establish goals and design guidelines, suggest catalysts and strategies for investment and improvements, and act as a redevelopment plan. It focused on the importance of streetscape, parking circulation, building design/scale, wayfinding and gathering spaces.

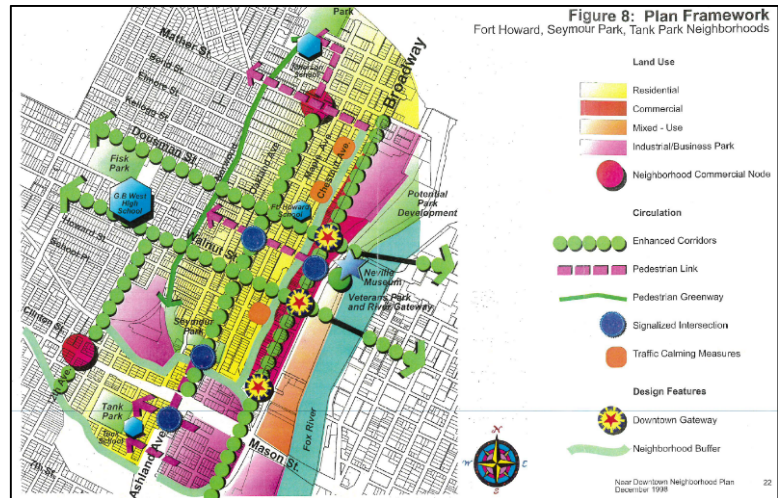
- Mixed-use auto oriented in-fill on South Broadway.
- Marina and mixed-use complex at the Shipyard site.
- Light industrial park south of West Mason Street.
- Low-density residential rehabilitation and in-fill.
- Clearly delineate and buffer residential and non-residential uses.
- Improve infrastructure to support neighborhoods including parklets, markers, and channel traffic to primary arterials.



### **Near Downtown Neighborhoods Plan (1998)**

As part of the effort to improve near downtown neighborhoods, the Near Downtown Neighborhoods Plan was created to assist four Neighborhoods to become proactive partners in determining future development desires. Shipyard Area neighborhood is included in the eastern half of two of the Neighborhoods: Tank and Seymour Park.

- Retain primarily residential uses with a broader range of housing types.
- Focus on stabilization, maintenance and improvements in half blocks or greater.
- Create neighborhood identity and gateway features at key intersections.
- Emphasize commercial and industrial development on South Broadway corridor.
- Establish a business park south of Mason.
- Improve infrastructure with boulevards, “rail-to-trail”, and streetscape improvements.



### **Green Bay Smart Growth 2022 Comprehensive Plan (2003)**

Smart Growth 2022 not only fulfills the requirements of Wisconsin legislation but provides a long-term strategy for growth, aid in short term decision making, guide for multi-year capital budget and a communication tool between the public and private realms. It is truly comprehensive and provides direction and guidance for neighborhoods and corridors relevant to the Shipyard Area Neighborhood.

- Reduce impacts of incompatible land-uses in close proximity with landscape buffers, physical placement, zoning changes and clearance.
- Concentrate commercial activity along Broadway corridor with higher density housing closer to commercial land uses, employment and transit.
- Retain mix of housing density while stabilizing existing housing stock. Emphasize in-fill and rehabilitation over new construction.
- Increase supply and quality of affordable housing.
- Increase variety of housing choices/types focusing on alternatives to single-family detached housing.
- Build strong neighborhood organizational system.
- Increase resources focused on property maintenance.
- Partner with other housing agencies to create and promote the package of available services for low and moderate income families.
- Adjust municipal code to allow housing type diversity while adding design standards to improve form and function.
- Target rehabilitation efforts toward “clusters” rather than individual parcels for greater impact.
- West side of the Fox Riverfront include accessible riverfront greenspace with parkland in locations where there is housing, offices, or entertainment.
- Activities along the west side of the central riverfront include offices and/or housing to replace the warehouses; mixed-use office, entertainment/retail complex, recreational boat launch and marina north of the Mason Street bridge; high-density housing and/or offices to replace the coal piles south of Mason Street; industrial redevelopment and infill west of Broadway north and south of Mason Street; and infill along Broadway with pedestrian emphasis in the central section and more auto-oriented at the north and south periphery.

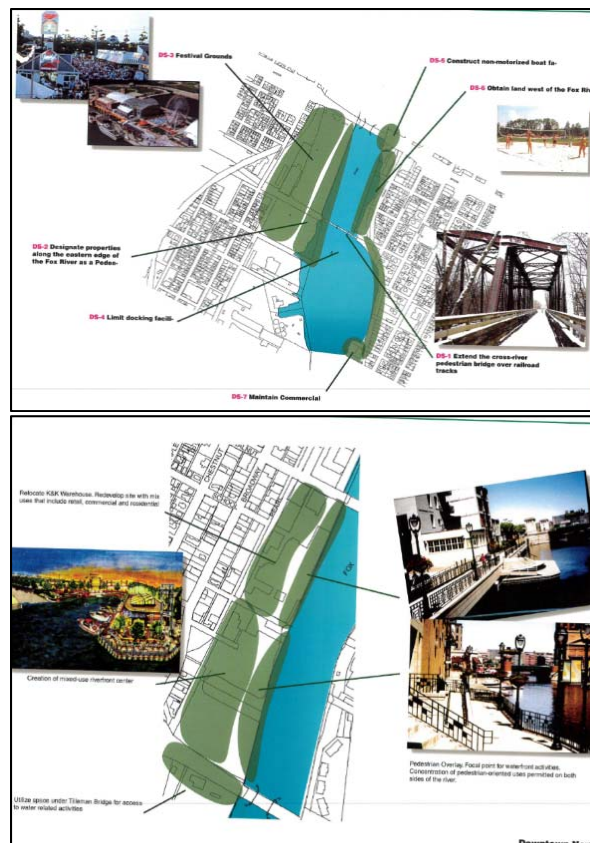


- Include pedestrian and bicycle facilities along arterial and collector streets as well as being integrated within neighborhoods. Could include pedestrian amenities, traffic calming measures, improved linkages, additional multi-use trails.
- Consider road diet on four-lane roads that are below functional capacity.
- Improve major road corridor appearances by requiring better private landscaping, installing better public landscaping, smaller and fewer signs, parking lots behind or beside buildings.
- Improve residential neighborhood streets with regularly spaced street trees and consistent lighting.
- Allow on-street residential parking. Could include resident-only permit zones or metered/time limited on-street parking with residential exemptions. Revenues generated to benefit neighborhood.

### **Green Bay Waterfront Plan 2015 (drafted in 2003 – not adopted)**

This document is a conceptual framework intended to provide a vision for an enhanced waterfront allowing for higher-density development and expanded recreation and open space opportunities. This plan was not officially adopted by the city but provides great insight on development strategies still important to examine today.

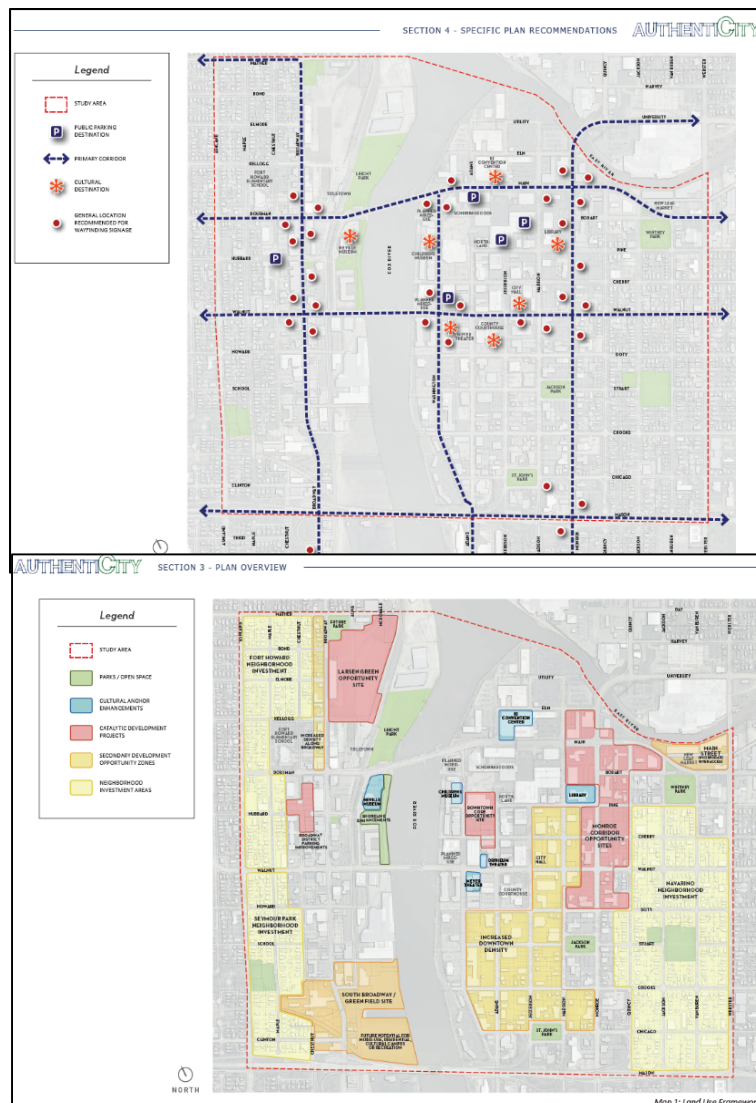
- Change zoning of existing properties that are not consistent with city plans.
- Allow higher density and neighborhood business on Broadway.
- Create a pedestrian oriented overlay district along the shoreline.
- Utilize space under the Tillemann Bridge for water related uses, docking and water taxi service.
- Relocate existing industry along both sides of Pearl and the Shipyard slip for mixed-uses redevelopment.
- Create a cross-river pedestrian bridge.
- Establish large scale festival grounds east of Broadway from Mason to 8<sup>th</sup>.



### **AuthentiCity Downtown Master Plan (2014)**

The City's downtown master plan includes a consensus-based vision for the downtown area as an achievable road map for the future. The plan addresses land-use, transportation, parking, downtown character and aesthetics. The comprehensive planning approach identifies and prioritizes improvements and implementation strategies. The plan encompasses the entire Shipyard Neighborhood Area.

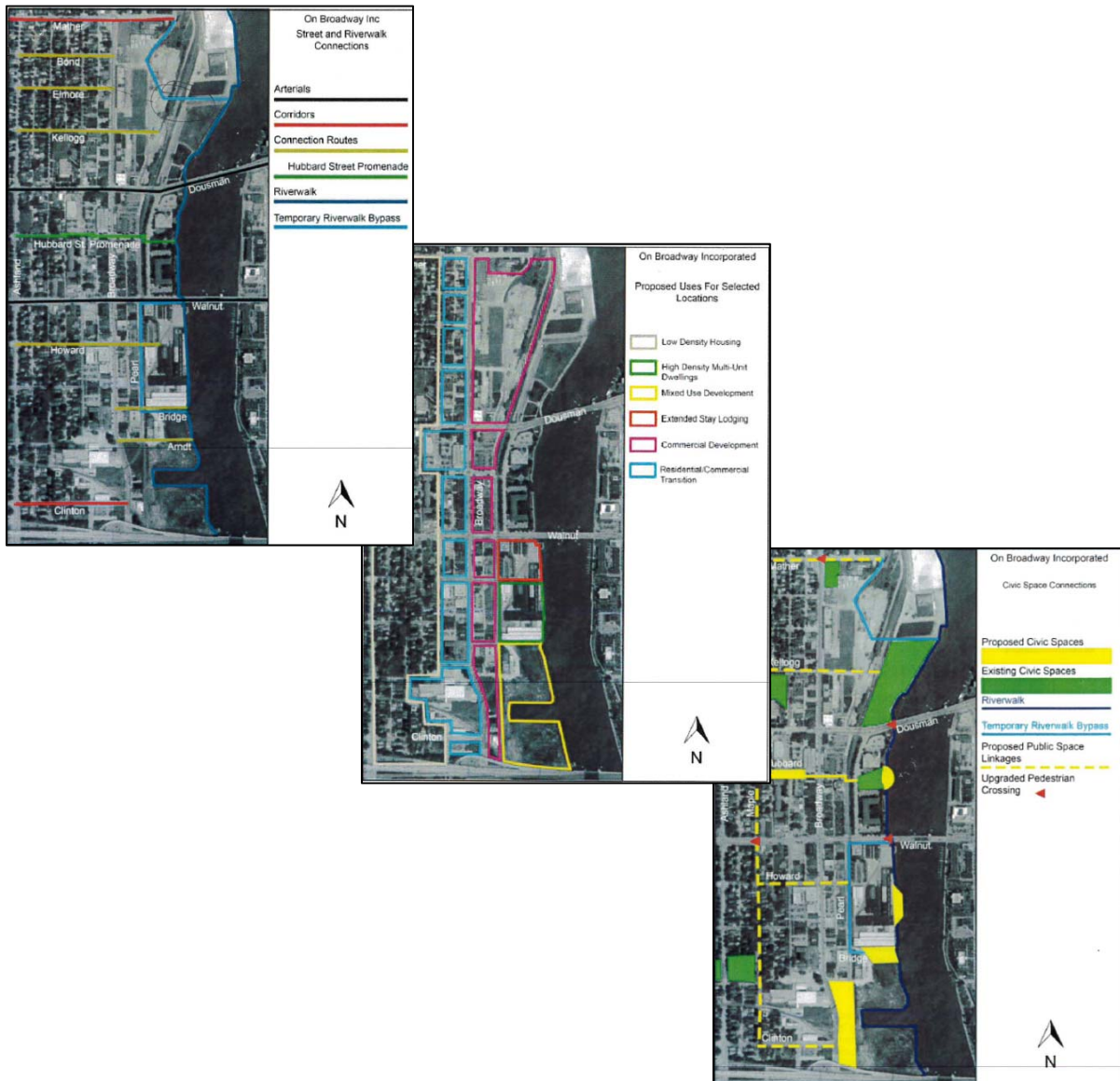
- Make lower cost open space improvements at the Shipyard for recreation or temporary events in the short term and designate for mixed-use, residential, cultural campus or recreation in the long term.
- Significant neighborhood investment for area west of Chestnut Street.
- Revise zoning policies in near neighborhoods to allow slight increase in density and encourage redevelopment and infill of duplex homes and townhouses.
- Encourage and support home ownership.
- Pedestrian, bicycle, and transit improvements that better connect the neighborhoods to downtown.
- Improve South Broadway as connecting corridor to the north.
- Walnut Street road diet to three lanes with bike lanes and widened walks.
- Wayfinding signage near Walnut Street.



### **Neighborhood Master Plan for Broadway District (drafted in 2014-not adopted)**

The plan was created to guide the Broadway Main Street program in creating a district that will attract people and strengthen community emphasizing the integration of neighborhoods and accentuate the need for mixed-use projects. The plan boundaries encompass all of the Shipyard Area neighborhood except that area south of West Mason Street.

- Create a distinctive streetscape with landscaping, art pedestals, curb extensions, bicycle facilities and improved public transportation shelters.
- Improve access to the area and circulation throughout, especially on main thoroughfares.
- Redesign Pearl as a Riverwalk “bypass” making it very bicycle and pedestrian friendly.
- Improve linkages from Seymour Park area and Walnut Street to the Shipyard area.
- Inventory, preserve and promote historic structures and sites.
- Combination of higher density mixed-use and multiple family on the riverfront, commercial on the east side of Broadway and a mixed-use with transitional buffer on west side of Broadway.
- Engage neighborhood associations and residents and improve interconnection to residential areas.



Administrator	Program	Residential or Commercial	Details	Website/Contact
<b>Wisconsin Historical Society</b>	Historic Preservation Tax Credit	Commercial	Commercial property owners who invest in the preservation of their buildings may be eligible for state and federal tax credits. Approved costs of 20% for state tax credits and another 20% for federal tax credits may be available for up to a total of 40% eligible tax credits.	<a href="https://www.wisconsinhistory.org/Records/Article/CSI5322">https://www.wisconsinhistory.org/Records/Article/CSI5322</a>
	Historic Homeowners Tax Credit Program	Residential	Homeowners who invest in the preservation of their houses may be eligible for Wisconsin income tax credits of 25% of approved costs.	<a href="https://www.wisconsinhistory.org/Records/Article/CSI5322">https://www.wisconsinhistory.org/Records/Article/CSI5322</a>
<b>Newcap</b>	Homebuyer Program	Residential	Provides eligible low-moderate income homebuyers with a maximum of \$10,000 for down payment and closing costs.	<a href="http://newcap.org/newcap_programs/">http://newcap.org/newcap_programs/</a>
	Homebuyer Assistance Program	Residential	Provides assistance to low-income individuals who are in danger of losing their home to foreclosure	<a href="http://newcap.org/newcap_programs/">http://newcap.org/newcap_programs/</a>
	Weatherization Assistance Program	Residential	Helps homeowners and renters reduce energy consumption/costs	<a href="http://newcap.org/newcap_programs/">http://newcap.org/newcap_programs/</a>
<b>WHEDA</b>	WHEDA Advantage - Home Loan	Residential	Loan that features the lowest monthly mortgage payments, down payment and closing cost assistance	<a href="https://www.wheda.com/Home-Buyers/Available-Programs/">https://www.wheda.com/Home-Buyers/Available-Programs/</a>
	First Time Home Buyer (FTHB) Advantage	Residential	Fixed-rate mortgage priced below the standard conventional interest rate	<a href="https://www.wheda.com/Home-Buyers/Available-Programs/">https://www.wheda.com/Home-Buyers/Available-Programs/</a>
	Veterans Affordable Loan Opportunity Rate (VALOR)	Residential	Veterans are eligible for this fixed-rate mortgage priced below the conventional WHEDA Advantage market rate	<a href="https://www.wheda.com/Home-Buyers/Available-Programs/">https://www.wheda.com/Home-Buyers/Available-Programs/</a>
	WHEDA Tax Advantage	Residential	Special tax credit which reduces federal income tax liability over the life of a mortgage	<a href="https://www.wheda.com/Home-Buyers/Available-Programs/">https://www.wheda.com/Home-Buyers/Available-Programs/</a>
	WHEDA FHA Advantage - Home Loan	Residential	Features low closing costs and a 30-year fixed interest rate with flexible underwriting	<a href="https://www.wheda.com/Home-Buyers/Available-Programs/">https://www.wheda.com/Home-Buyers/Available-Programs/</a>
	Capital Access Advantage – Down Payment Assistance	Residential	In a Wisconsin high housing needs area, you may qualify for down payment and/or closing cost assistance	<a href="https://www.wheda.com/Home-Buyers/Available-Programs/">https://www.wheda.com/Home-Buyers/Available-Programs/</a>
	Easy Close Advantage - Down Payment Assistance	Residential	Loan for 10 years is designed to help you pay for down payment, closing costs and home buyer education expenses	<a href="https://www.wheda.com/Home-Buyers/Available-Programs/">https://www.wheda.com/Home-Buyers/Available-Programs/</a>
	Advantage Conventional Homestyle Renovation Mortgage	Residential	Borrowers can buy and renovate a home with one mortgage. All costs associated with your renovation - including six months of mortgage payments if you are unable to occupy your home during renovation - can be financed. Six months after closing to complete the renovation work. Up to 100% financing for eligible borrowers and property types.	<a href="https://www.wheda.com/Home-Buyers/Available-Programs/">https://www.wheda.com/Home-Buyers/Available-Programs/</a>
<b>City of Green Bay</b>	Conversion Grant	Residential	Forgivable grant paid directly to owner of property when project is complete.(Up to 10,000)	City of Green Bay, Contact Kevin King Kevinki@greenbaywi.gov 920-448-3402
	Home Improvement Loan Program	Residential	Up to 25,000 for interior and/or exterior repairs or improvements	City of Green Bay, Contact Kevin King Kevinki@greenbaywi.gov 920-448-3402
	Community Development Block Grant	Both	A versatile federal funding source that can be used for community and economic development.	City of Green Bay, Contact Krista Cisneroz kristaci@greenbaywi.gov 920-448-3404



	HOME Program	Residential	<p>HOME funds may be used to develop and support affordable rental housing and homeownership affordability through:</p> <ul style="list-style-type: none"> <li>• Acquisition (including assistance to homebuyers)</li> <li>• New construction (includes adding additional units to an existing structure)</li> <li>• Reconstruction or rehabilitation of non-luxury housing with suitable amenities, including related costs such as: <ul style="list-style-type: none"> <li>• Real property acquisition</li> <li>• Site improvements</li> <li>• Demolition</li> </ul> </li> <li>• Other eligible expenses including financing costs, relocation expenses of any displaced persons, families, businesses, or organizations</li> <li>• Tenant-based rental assistance to eligible household(s), including security deposits</li> <li>• Operating expenses of community housing development organizations</li> </ul>	City of Green Bay, Contact Krista Cisneroz <a href="mailto:kristaci@greenbaywi.gov">kristaci@greenbaywi.gov</a> 920-448-3404
	Neighborhood Enhancement Funds	Both	<p><u>Acquisition/Demolition</u> Targets key properties in neighborhood for acquisition. (Priority rating system will be used) Purchase and Demolition: Buy property, tear down, and offer lot in incentive program. Purchase and Sale: Buy property and release request for proposal for rehab to occupy or sell.</p> <p><u>Development Incentive Program</u> Incentive for the construction of new, single-family homes. New Homes in Your Neighborhood grant – Available to persons interested in constructing an owner-occupied home on an RDA owned lot. Architectural plans and building guide tailored to the unique sizes of most RDA owned neighborhood lots.</p> <p><u>City Beautification</u> Program that implements aesthetic, placemaking improvements at highly visible public locations, therefore elevating the appearance of the entire neighborhood.</p>	City of Green Bay, Contact Kenneth Rovinski <a href="mailto:kennethro@greenbaywi.gov">kennethro@greenbaywi.gov</a> 920-448-3354
<b>NeighborWorks Green Bay</b>	Purchase Assistance Loan (PAL - Funded by Brown County Housing Authority)	Residential	<p>Assistance is a 0% interest rate, deferred payment loan. Home being purchased must be a single family, owner occupied home. Loan amount for purchasing within the City Limits of Green Bay is \$5,000.00. If purchasing outside the City Limits, but within Brown County, the loan amount is \$7,500.00 There is a \$500 Homebuyer Counseling Fee which will be added to the primary lender's Closing Disclosure. BCHA funds are NOT forgivable and due back when the home is sold, there is a change in ownership, home is no longer owner occupied, or mortgage is refinanced. Exceptions may apply.</p>	Contact Neighborworks, 920-448-3075 or <a href="http://www.nwgreenbay.org">www.nwgreenbay.org</a>

NeighborWorks Loan Fund (NLF) (Formerly 'NRC')	Residential	<p>NeighborWorks America / Neighborhood Reinvestment Corporation, North Shore Bank Equity Equivalent Loan, Johnson Bank Equity Equivalent Loan.</p> <p>A mortgage will be recorded in Second Position by NeighborWorks Green Bay.</p> <p>Assistance is a 0% interest rate, deferred payment loan. The loan amount will be up to \$5,600 for a single or owner occupied duplex. There is a \$600 "Homebuyer Counseling Fee" which will be added to the primary lender's Closing Disclosure. NeighborWorks Loan Fund loans are NOT forgivable and due back when the home is sold, there is a change in ownership, home is no longer owner occupied, or mortgage is refinanced. Exceptions may apply.</p>	Contact Neighborworks, 920-448-3075 or <a href="http://www.nwgreenbay.org">www.nwgreenbay.org</a>
AHP Loan – 2017 Federal Home Loan Bank Affordable Housing Program	Residential	<p>The home being purchased must be within Brown, Income Limits Apply – 48 Grants under 60% AMI and 12 Grants under 80% Area Median Income. AHP loans are FORGIVEN on a monthly basis over a 5-year period. Payment of the balance due is expected if, prior to 5 years of residency, the home is sold, there is a change in ownership, home is no longer owner occupied, or mortgage is refinanced. Exceptions may apply.</p>	Contact Neighborworks, 920-448-3075 or <a href="http://www.nwgreenbay.org">www.nwgreenbay.org</a>
BCHA Loan / BCHA Conversion Loan	Residential	<p>The home being purchased must be in the NeighborWorks Green Bay IMPACT Lending Area.</p> <p>Income Limits Apply - Income MUST be in excess of 80% of the AMI according to household size. Assistance is a 0% interest rate, deferred payment loan.</p> <p>Single Family Residence: Loan amount of \$5,000.</p> <p>Conversion Home (duplex into a single family home): Loan amount of \$10,000 in the form of a credit held by the title company. The funds are to be escrowed and released upon submitting an invoice of repairs. Repairs must be completed within one (1) year and may include a follow-up inspection.</p>	Contact Neighborworks, 920-448-3075 or <a href="http://www.nwgreenbay.org">www.nwgreenbay.org</a>
DPP Loan - Down Payment Plus (Statewide Program)	Residential	<p>Home being purchased DOES NOT have to be in the NeighborWorks Green Bay Lending Area.</p> <p>Income Limits Apply - 80% Area Median Income or less according to household size. Assistance is a 5-YEAR FORGIVABLE loan (pro rata over a 60-month period).</p> <p>The maximum grant amount is the lesser of \$6,000 or three times the homebuyer's net contribution. For example, a homebuyer's net contribution of \$1,500 will result in a grant amount of \$4,500.</p> <p>DPP loans are FORGIVEN on a monthly basis over a 5-year period. Payment of the balance due is expected if, prior to 5 years of residency, the home is sold, there is a change in ownership, home is no longer owner occupied, or mortgage is refinanced. Exceptions may apply.</p>	Contact Neighborworks, 920-448-3075 or <a href="http://www.nwgreenbay.org">www.nwgreenbay.org</a>

	EAHP - Employer Assisted Homeownership Program	Residential	The EAHP program is offered to qualified employees of American Foods Group, Services Plus, and Clarity Care. A second mortgage may be provided to the buyer through a NeighborWorks DPCC assistance program (i.e., NEIGHBORWORKS LOAN FUND, HOME, DPP). An additional 3rd mortgage is provided through the employer. (Terms may vary per employer.)	Contact Neighborworks, 920-448-3075 or <a href="http://www.nwgreenbay.org">www.nwgreenbay.org</a>
<b>NeighborWorks Green Bay, Resurrection Lutheran Church, Trinity Lutheran Church</b>	Reframe Titledown	Residential	A program that repairs homes of disabled, elderly, or low-income homeowners at no charge. Repairs offered through Reframe Titledown 2018 Workcamp include: interior/exterior painting, weatherization, porch, wheelchair ramp construction, and other work. Both labor and materials are free to qualifying household.	Cindy at Trinity Lutheran Church 920-437-8124 x100, or Scott at NeighborWorks Green Bay 920-593-3703 or <a href="mailto:scott@nwgreenbay.org">scott@nwgreenbay.org</a>

Goal	Objective	Action Items	Partners	Priority Level	Potential Funding Source(s)	Evaluation Metric
<b>1. Increase Property Values Through Improvement to Overall Curb Appeal of the Neighborhood and Surrounding Area</b>						
	<b>Encourage high standards of property maintenance and investment within the Shipyard area neighborhood</b>	1. Increase and expand promotion of existing resources and programs available to property owners	City, Habitat for Humanity, NeighborWorks GB	High	General Fund, Neighborhood Enhancement Fund, Other	Increase in approved applications from within area. Decrease in the percentage of repairs needed in the next evaluation.
		2. Research and identify "gaps" in existing programs and create new programs that address these gaps including the overall appearance and function of properties	City, Habitat for Humanity, NeighborWorks GB, On Broadway BID	High	HOME, Community Development Block Grant, General Fund, Neighborhood Enhancement Funds, Other	Development and implementation of program(s) that address exterior appearance of structures and properties with and without income restrictions. Reduction in minor building and site issues. Decrease in the percentage of repairs needed in the next evaluation.
		3. Develop a neighborhood wide clean-up program with large visible impact such as Habitat for Humanities "Rock the Block" program or "Dumpster Days"	City, Habitat for Humanity, NeighborWorks GB, On Broadway BID, Neighborhood Association	High	Community Development Block Grant, General Fund, Neighborhood Enhancement Funds, Other	Large visual impact. Fewer complaints made by residents. Decrease in the percentage of repairs needed in the next evaluation.
		4. Enhance existing proactive inspection process with greater focus attributed to property maintenance	City, Neighborhood Association	Low	General Fund, Other	Decrease in the percentage of repairs needed in the next evaluation. Fewer complaints made by residents.
	<b>b. Reduce the prevalence and intensity of distressed and nuisance properties as well as eliminate factors that contribute to blight</b>	1. Increase and expand promotion of existing resources and programs available to property owners	City, Habitat for Humanity, NeighborWorks GB	High	General Fund, Neighborhood Enhancement Fund, Other	Increase in approved applications from within area. Decrease in the percentage of distressed/nuisance property in the next evaluation.
		2. Allocate funds for strategic acquisition and property clearance	City	High	Community Development Block Grant, Neighborhood Enhancement Fund, Other	Elimination of a one-two blight generating properties.
		3. Enhance and expand upon inspection processes with greater focus attributed to maintenance and nuisance control	City, Neighborhood Association	Low	General Fund, Other	Decrease in the percentage of repairs needed in the next evaluation. Fewer complaints made by residents.
<b>2. Promote continual reinvestment in neighborhood housing that increases housing choices, number of living units, and owner occupancy rates to stabilize and enhance the desirability as a neighborhood of choice</b>						
	a. De-conversion of single-family homes that have been divided into multiple living units where the design, density and site constraints are problematic	i. Promote and increase the use of the existing de-conversion grant and loan programs	City, NeighborWorks GB	Low	Neighborhood Enhancement Fund	Increase in approved applications resulting in homes being converted to purpose which property can support. Increase in the number of owner-occupied units.
		2. Targeted purchase of inappropriately converted properties to be provided to community partners or private entities for re-establishment of original use	City, Habitat for Humanity, NeighborWorks GB	Low	Neighborhood Enhancement Fund	Reduce density on lots and areas that can't support existing land use. Reduce complaints related to outdoor storage and parking.
	b. Increase density at appropriate locations and provide additional housing choice including attached single-family (townhomes), multiple-family, and mixed-use living options	1. Selective property acquisition and lot consolidation to provide suitable land area for the development of alternative housing at appropriate destinations	City, On Broadway BID	Medium	Community Development Block Grant, Neighborhood Enhancement Fund, Other	Introduction and availability of new dwelling unit types such as apartments, townhomes, live-work units, etc.
		2. Encourage in-fill construction to utilize empty or underutilized property for new housing units	Habitat for Humanity, NeighborWorks GB	Medium		Reduction in number of empty lots/"block gaps"

Goal	Objective	Action Items	Partners	Priority Level	Potential Funding Source(s)	Evaluation Metric
	c. Increase the percentage of homeownership and owner-occupancy	1. Targeted promotion and marketing of homeownership programs offered by the city and housing partners	City, Habitat for Humanity, NeighborWorks GB	High	HOME, Community Development Block Grant, Neighborhood Enhancement Funds, Other	Increase owner occupancy rates in the next evaluation. Goal of 50% or greater
		2. Investigate employer assisted homeownership programs and supplement with existing programs	NeighborWorks GB, On Broadway BID	Low	HOME, Community Development Block Grant, Other	Increase in the number of area employees living in neighborhood.
	d. Align land-use regulations with adopted development and area-wide Plans	1. Update the Smart Growth 2022 Comprehensive Plan to reflect desire for increased density and housing style options	City	High	General Fund	Comprehensive Plan land-use recommendations adopted.
		2. Amend the zoning ordinance, subdivision code and the Municipal Code to allow and encourage appropriate densities and land-uses as identified in adopted plans	City	High	General Fund	Zoning Ordinance amended to allow increased densities in appropriate areas.
<b>3. Advance an appropriate and compatible mix of residential, commercial</b>						
	a. Adjust Land-Use regulations to promote and encourage desired mix of uses	1. : Amend the Smart Growth 2022 Comprehensive Plan and adjust zoning designations/regulations prior to development/redevelopment proposals to align with recommendations contained in previously adopted plans	City	High	General Fund	Comprehensive Plan land-use recommendations and Zoning Ordinance amended making the extensive use of Planned Developments unnecessary.
<b>4. Encourage an appropriate and compatible mix of residential, commercial and institutional uses that provide increase neighborhood commercial businesses and local employment base</b>						
	a. Increase neighborhood sustaining and supported commercial options to the immediate area	1. Targeted marketing of resources and programs for the recruitment of businesses that provide access to food and services pertinent to the residents and property owners	City,On Broadway BID	High	General Fund, Other	Access to neighborhood necessity items such as food within cose proximity increases.
		2. Provide incentives to businesses with higher employment levels. Encourage mix of employment types from low to high skill	City,On Broadway BID	Medium	TIF	Employment base within area is improved.
		3. Maximize use of underutilized commercial properties currently dominated by parking lots or that are vacant	City,On Broadway BID	Low		new construction and increase in tax base.
		4. Investigate expansion of the Broadway Business Improvement District south to encompass the Shipyard area thereby utilizing the marketing and recruitment mechanisms employed by areas to the north	On Broadway BID	Low		Business Improvement District boundary changed and programs of the BID expanded to the area.
	B. Clean-up and reuse environmentally compromised properties	1. Complete brownfield surveys on both public and privately held former industrial properties to determine condition and ability for reuse	City, State, Private Property Owners	High	City, Community Development Block Grant, DNR/EPA, TIF	Inventory of compromised sites with remediation concept developed. Clean-up funding package created.
		2. Utilize resources from the city, state and federal government to remediate conditions that place Shipyard area neighborhood properties at a disadvantage for redevelopment	City, State	High	City, Community Development Block Grant, DNR/EPA, TIF	Former compromised properties Redeveloped or ready for development.
<b>5. Provide an attractive, safe, well-maintained, and efficient multi-modal transportation network for all users</b>						
	a. Improve and expand existing roadway infrastructure	1. Create a comprehensive 3-5 year capital improvement plan addressing the condition of existing roadway surfaces and coordinating utility and street surface repairs and upgrades	City, Neighborhood Association	High	General Fund	Capital Improvement Plan created and shared with community



Goal	Objective	Action Items	Partners	Priority Level	Potential Funding Source(s)	Evaluation Metric
		2. Update utilities throughout the area, particularly those located on Maple and Chestnut	City	High	General Fund, Community Development Block Grant, TIF	Physical Improvement
		3. Extend and enhance Clinton east to Fox River	City	High	General Fund, Community Development Block Grant, TIF	Physical Improvement
		4. Improve Pearl St. with amenities as well as include formal alternative off-shore route to connect trail segments of Shipyard/Mason with system north of Walnut	City	High	General Fund, Community Development Block Grant, TIF	Physical Improvement
		5. Reconnect Chestnut Street from Arndt to Clinton	City	Medium	General Fund, Community Development Block Grant, TIF	Physical Improvement
	b. Increase function and “friendliness” of roadways for pedestrian and bicycle circulation	1. Participate in, adopt and implement the recommendations that will be developed from the Safe Routes To School / Pedestrian-Bicycle Circulation planning effort currently underway	City	High	General Fund, Community Development Block Grant, TIF	Additional lanes, sharrows and recognized routes to, from and within area
		2. Examine configuration of major gateways into the neighborhood such as Mason, Broadway and Walnut to identify improvements that will clarify most appropriate routes and improve safety for pedestrians and bicyclists	City	High	General Fund, Community Development Block Grant, TIF	Identified any deficiencies and physical improvements made to address them.
		3. Work with the railroad to utilize railroad track right-of-way for pedestrian and bicycle circulation through rails-to-trails or rails-with-trails	City	Low	General Fund, Community Development Block Grant, TIF	Railroad engaged in conversation with plan to allow pedestrian and bicycle access.
		4. Improve access to public transportation by examining bus routes and adjusting as area redevelops as well as including higher quality amenities such as bus shelters and refuse receptacles at stops	City	Medium	General Fund, Community Development Block Grant, TIF	Potential for increased or augmented transit within the area. Improvement of bus stops to provide covered shelter and be user friendly
		5. Provide and maintain direct pedestrian and bicycle access to the riverfront from the neighborhood	City	High	General Fund, Community Development Block Grant, TIF	Physical Improvement
	c. Improve right-of-way and public space amenities to improve image of the area and provide attractive places for people to live, work and play	1. Improve and enhance the east side of Seymour Park to allow more active recreational uses by the Shipyard area neighborhood without having to cross Ashland Avenue	City	Medium	General Fund, Community Development Block Grant	Physical improvements made and increase park use
		2. Include minimum level of lighting on roadways as well as potentially institute a public-private partnership program to increase lighting on private sites	City, Neighborhood Association	Low	General Fund, Community Development Block Grant	Increase in light coverage within the right-of-way
		3. Increase terrace tree or other vegetation installation, especially at roadways that act as gateways into the neighborhood	City	Low	General Fund, Community Development Block Grant	Increase in canopy coverage and gateway appearance
		4. Add areas for the installation of public art pieces and street furniture, especially at intersections that are gateways into the neighborhood	City, On Broadway BID, Neighborhood Association	Medium	General Fund, Other	Physical Improvement
	d. Better utilize existing surface parking lots	1. Work with large surface lot owners for facility upgrades and to create shared parking agreements for use of lots by both public and private users when times of use are different	City, On Broadway BID, Neighborhood Association	High		Existing parking lots physically improved and used by multiple parties. Cooperative agreements in place.

Goal	Objective	Action Items	Partners	Priority Level	Potential Funding Source(s)	Evaluation Metric
		2. Develop a public parking plan to provide convenient and safe parking options for residents, employees and visitors to the area	City, On Broadway BID, Neighborhood Association	High		Parking space inventory conducted. Long-range plan for public parking established.
<b>6. Engage, activate and empower residents, property owners and other community partners to take ownership of their neighborhood</b>						
	a. Involve residents and property owners in future planning and implementation of changes and improvements to the area	1. Reactivate and/or recreate a city recognized neighborhood association or associations	City, Neighborhood Association	High	General Fund	Neighborhood assoc. president, meeting time, and meeting place are established.
		2. Get representation from the neighborhood on area boards such as On Broadway	On Broadway BID, Neighborhood Association	Medium		Regular or adjunct board member position
		3. Create a neighborhood plan generated and implemented by residents and property owners	City, Neighborhood Association	Medium	General Fund	Have adopted plan by 2020
		4. Organize residents and property owners to form a pool of volunteers that can assist in monitoring and executing recommendations of the investment strategy	City, Neighborhood Association	Medium		List and contact information of active residents
	b. Create a unique identity for the area	1. Establish a distinctive name and logo for the neighborhood	City, Neighborhood Association	High		Identiy and name referenced by officials, residents, and media
		2. Invest in gateway and neighborhood signage as well as neighborhood specific amenities such as directional signage, public art, unique lighting, etc.	City, Neighborhood Association	Medium	Community Development Block Grant, General Fund, Neighborhood Enhancement Funds, Other	Physical Improvement
		3. Establish a series of local area events to empower residents, foster a sense of community, provide a venue for neighbors to get to know each other, and to draw attention and people to the area	Neighborhood Association, On Broadway BID	Medium		Shipyards included in event rotation and advertised
	c. Celebrate the history and historic structure/sites within the neighborhood area	1. Survey commercial and residential areas to determine the condition of potentially historic buildings and sites	City, Neighborhood Association	Low	General Fund, Other	Inventory of significant or potentially significant buildings and sites
		2. Create a historic resource and preservation plan to protect and improve those historic assets that remain	City, Neighborhood Association	Low	General Fund, Other	Plan generated
		3. Coordinate with the Landmarks Commission, Historical Society and other partners to provide historic reference in the form of signage, artifact art installation, and tours	City, Neighborhood Association, On Broadway BID	Low	Community Development Block Grant, General Fund, Neighborhood Enhancement Funds, Other	Physical improvement and/or event established